



# AGENDA

**Thursday, October 24, 2024**  
 Hybrid NWCCOG Silverthorne/Zoom  
 NWCCOG 10 a.m. – 12 p.m.

## VIDEO & PHONE CONFERENCE INFORMATION

Join Zoom Meeting  
<https://us06web.zoom.us/j/88166216134?pwd=MFB0Z2VRVEpHSXhYZHRubVRXc3poZz09>  
 Meeting ID: 881 6621 6134  
 Passcode: 119033

## NWCCOG COUNCIL MEETING

10:00a.m.	1.	Call to Order – NWCCOG Council Chair, Alyssa Shenk	
	2.	Roll Call and Determination of Quorum	
	*3.	<b>ACTION</b> COG: Minutes of September 2024 Council Meetings	Pgs. 3-5
	4.	UPDATE: Chair to share ED Evaluation process status with members	
	*5.	<b>ACTION</b> COG: 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter Financials <ul style="list-style-type: none"> <li>- NWCCOG – List of Payments (on website)</li> <li>- NWCCOG – Balance Sheet</li> <li>- NWCCOG – Statement of Revenues and Expenditures</li> </ul>	Pgs. 6-11
	6.	DISCUSSION COG: 2025 Budget – Overview <ul style="list-style-type: none"> <li>- At December 5, 2024 meeting formal vote on budget per Bylaws</li> <li>- Draft 2025 Budget and 2024 Revised Budget available on website:  <a href="https://www.nwccog.org/about/people/our-council/council-resources/">https://www.nwccog.org/about/people/our-council/council-resources/</a></li> <li>- NWCCOG MEMO 2024 Budget</li> </ul>	Draft budget on Website  Pgs. 12-14
	7.	PRESENTATION: Wage Range Analysis and Reserve Analysis (Becky Walter) <ul style="list-style-type: none"> <li>- Documents on screen</li> </ul>	Screen Share
	8.	UPDATE COG: NLF Reports <ul style="list-style-type: none"> <li>- Documents are for review, not approval</li> <li>- Northwest Loan Fund – Risk Ratings</li> <li>- Northwest Loan Fund – Portfolio Summary</li> <li>- Loan Policy Excerpt as reference for Risk Ratings</li> </ul>	Pgs. 16-31
	*9.	<b>ACTION</b> COG: 2025 Proposed NWCCOG Council Meeting Schedule <ul style="list-style-type: none"> <li>- In-person meetings in 2025 at Silverthorne Office with Remote option</li> <li>- <i>I move to adopt the 2025 Meeting Schedule as presented...</i></li> </ul>	Pg. 32
11:15 a.m.	10.	NWCCOG PROGRAM PRESENTATION: Ashley Bembenek and Torie Jarvis Watershed Services Program – What does it do?	
	11.	PRESENTATION: Uinta Rail Project Appeal reaches SCOTUS (Torie Jarvis) <ul style="list-style-type: none"> <li>- NWCCOG and QQ attorneys participated in the Amicus Brief submitted Oct 18th</li> <li>- At issue, the Colorado River water quality if there is a spill and</li> <li>- SCOTUS continuing to eviscerate environmental protections; in this case NEPA being impacted by the decision. Member Jurisdictions participating, Glenwood Springs, Minturn, Avon, Vail, Routt, Pitkin, Grand, as well as Boulder, Chaffe and Lake Counties. Gypsum is against.</li> </ul>	
	10.	Executive Director Updates: <ul style="list-style-type: none"> <li>- Request for 2025 Speakers, Topics, Focal points</li> <li>- Grand Lake Manager short lived, what next? (Sky Hi News)</li> <li>- Grand Lake appoints interim manager, plans new hire in 2025</li> </ul>	Pgs. 33-50

		<ul style="list-style-type: none"> <li>- AI recording meetings OK?</li> <li>- Conveyance Program Summary (Requested by Dylan Roberts and Eric Mamula)</li> </ul>	
11:45	16.	Congressional Update if Present	
	17.	Member Updates: 3-minute updates from each jurisdiction if time allows <ul style="list-style-type: none"> <li>- Your thoughts and worries less than 2 weeks from Election Day</li> <li>- What is on your ballot locally – Alyssa in TSMV Glen Drummond</li> </ul>	-
Noon	*18.	<b>ACTION</b> Adjourn NWCCOG Meeting	
<b><u>NEXT NWCCOG MEETING:</u></b> Thursday December 5, 2024, 10am – 12pm			
<b><u>NWCCOG Officers:</u></b> NWCCOG Council Chair – Alyssa Shenk, NWCCOG Council Vice-Chair – Patti Clapper NWCCOG Council Secretary-Treasurer – Carolyn Skowyra			
<b><u>NWCCOG Executive Committee:</u></b> Region XII County members –Nina Waters, Patti Clapper, Tim Redmond, Jeanne McQueeney and Randal George. Municipal members – Alyssa Shenk, Geoff Grimmer, Glen Drummond, Kristen Brownson and Carolyn Skowyra.			

\* requires a vote

### **NWCCOG ECONOMIC DEVELOPMENT DISTRICT (EDD) BOARD MEETING**

12:30 p.m.	1.	Call to Order – EDD Board Chair, DiAnn Butler	
	2.	Roll Call and Determination of Quorum	
	*3.	<b>ACTION</b> EDD: September 2024 EDD Meeting Minutes	Pg. 51
12:30 – p.m. 1:00p.m.	4.	<b>Presentation &amp; Discussion: Entrepreneurship Programs in the Region</b> <ul style="list-style-type: none"> <li>- Thayer Hirsh, Executive Director, Summit Economic Partnership</li> </ul>	
1:00 p.m.	5.	<b>Presentation: Workforce Data</b> <ul style="list-style-type: none"> <li>- Carolyn Tucker, Industry Engagement, Colorado Rural Workforce Consortium/CDLE</li> </ul>	
1:30 p.m.	6.	<b>Discussion: 2025 EDD Board Meeting Schedule/Presentation Topics</b> <ul style="list-style-type: none"> <li>-</li> </ul>	Pgs. 52-55
2:00 – 2:30 p.m.	7.	<b>Roundtable Discussion:</b> Economic development efforts in your community	
	*8.	<b>ACTION</b> Adjourn EDD Meeting	

### **NEXT EDD BOARD MEETING:**

Thursday, December 5, 2024 from 12:30pm – 2:30pm

Join Zoom Meeting

<https://us06web.zoom.us/j/88166216134?pwd=MFB0Z2VRVEpHSXhYZHRubVRXc3poZz09>

Meeting ID: 881 6621 6134

Passcode: 119033

**EDD Officers:** EDD Chair – DiAnn Butler, EDD Vice-Chair – Patti Clapper, EDD Secretary-Treasurer – Ashley Macdonald

\* requires a vote

Please notify office@nwccog.org 5 days in advance if you require an accommodation to attend this meeting.



# Northwest Colorado Council of Governments

## NWCCOG Council Meeting

September 5, 2024

### **Board Members:**

Alyssa Shenk – Town of Snowmass Village  
Tim Redmond – Routt County  
Kristen Brownson – Town of Breckenridge  
Randy George – Grand County  
Patti Clapper – Pitkin County  
Michael Buccino – Steamboat Springs  
Jeannie McQueeney – Eagle County  
Britta Gustafson – Town of Snowmass Village  
Jonah Glassman – Silverthorne  
Geoff Grimmer – Town of Eagle Trustee  
Dan Sullivan – Town of Keystone  
Sara Nadolny – Town of Basalt  
Ashley McDonald – Town of Kremmling  
Diane McBride – Town of Frisco  
Jacob Zook – City of Glenwood Springs  
Rick Stevens – Town of Basalt  
Jena Skinner – Town of Avon  
Melissa Matthews – Town of Redcliff

### **NWCCOG Staff:**

Jon Stavney  
Erin Fisher  
Dana Wood  
Nate Walowitz  
Jonathan Godes  
Rachel Tuyn  
Greg Ociepa  
Maira Vander Meer  
Doug Jones  
Becky Walter

### **Others Present:**

Carolyn Tucker – SBDC  
Melissa Matthews  
Corry Mihm  
DiAnn Butler  
Thayer Hirsch  
Chris Romer – Vail Valley Partnership  
Erin McCuskey – SBDC  
Kris Mattera – Basalt Chamber of Commerce  
John Bristol – Routt County

### **ACTION Call to Order**

Alyssa Shenk, NWCCOG Council Chair, called the Northwest Colorado Council of Governments (NWCCOG) meeting to order at 10:04 am. Roundtable introductions were completed, and a quorum was present for the group.

### **ACTION Approval of July 2024 Council Meeting Minutes**

***M/S: Alyssa Shenk made motion to approve*** made the motion to approve, seconded by Jon Stavney the July 2024 Council Meeting Minutes as presented.

***Passed: Yes***

### **ACTION COG 2<sup>nd</sup> Quarter Financials**

This Action did not take place as Financials were not presented.

### **Strategic Planning Steps for 2025**

Proposal for the 2025 Budget Workshop dates in October. taking place October 15, 16, or 17, 2024 or October 23, 2024, the day before the October 2024 Council Meeting. The Executive Director Review also needed to be scheduled before the Budget Meeting or before the Council meeting on October 24.

### **Wellness and Culture Survey and Committee at NWCCOG**

Erin Fisher presented on the Wellness and Culture Survey that the staff at NWCCOG completed. This survey has led to the formation of the Wellness and Culture Committee to work on the satisfaction and cohesion of the staff of NWCCOG to combat silos occurring with multiple locations and programs.

### **ACTION Simulation and Testing Exhibit**

Doug Jones presented a proposal to build an energy simulation house that would serve as a training center for new employees and a facility to obtain certifications for the energy program. The unique facility on the Western Slope could potentially generate income by offering training to other entities. Furthermore, there is a discussion about the possibility of expanding the facility to provide training for other technical areas such as smoke detectors and sprinkler systems. The proposal aims to address the growing need for certified professionals in various technical fields and reduce the need for extensive travel for training purposes. The participants, including Doug, Geoff Grimmer, and Carolyn Tucker, engaged in a detailed discussion about the funding and plans for a tiny homes project. They considered the use of budgeted funds, the potential workforce development opportunities, and the impact on the organization's programs. Additionally, they explored the possibility of retrofitting the tiny homes for residential use and discussed the expansion of similar programs in other areas.

*Alyssa Shenk made motion to approve* made the motion to approve, seconded by Geoff Grimmer

### **NWCCOG Project THOR Update**

Nate Walaowitz presented on Project THOR. Many, many states across the entire nation are moving into the state-owning Open Access Middle Mile, which is what Project THOR is. And the state is going to be releasing a request for proposal looking for a consultant / partner to help them figure out exactly what Middle Mile looks at for the state of Colorado, what the requirements should be and how they can best operate the network. And also specifically in there is how they work with Project Thor and the stakeholders of Project Thor to move the network forward with Project Thor being the tip of the spear, as it were, for the state getting fully engaged. This project having been fostered by our region and regions 9 and region 10 following along in our footsteps. There are other regions that are also moving forward in the Middle Mile Broadband space and they will be integrated as well. The discussion focused on the State of Colorado's interest in assuming responsibility for the Middle Mile network, with Project Thorne as the initial focus. There was mention of the state's plan to release a request for proposal to find a consultant/partner and the integration of other regions into the network. Additionally, there are concerns about Nate's capacity and the potential transition of the network's management to a more sustainable long-term approach.

### **Grant Discussion on Charging and Infrastructure Grant**

Jonathan Godes provided an overview of the Charging and Infrastructure Grant, emphasizing the decision to submit in both to maximize flexibility. Also discussed was the grant breakdown, including the allocation for grant administration, partnership coordination, and education outreach, and emphasis on the importance of not overburdening Northwest COG with an unfunded, large-scale federal grant.

### **RTCC and I-70 Coalition Updates**

Dana Wood promoted the upcoming RTCC Summit, September 12 at the Senior/Community Center in Frisco, CO from 9am – 3pm. 40 confirmed participants and the Mobility Panel from across the State. The Vail project, the I-70 project for West Vail and how it's part of it has been defunded and the I-70 coalition's efforts to secure federal funding for the Vail project were outlined, along with the involvement of various jurisdictions and the push to protect local projects from funding impacts.

### **Discussion on Real Estate Transfer Tax and Carbon Emissions Fee**

Points were made around the ongoing discussions and challenges related to the real estate transfer tax and carbon emissions fee. Participants highlighted the efforts of specific jurisdictions, such as Pitkin County and Carbondale, in pushing for these taxes and fees, and the potential legislative actions required to make them a reality. The conversation also touched upon the differences between taxes, assessments, and fees, and the legal considerations associated with each.

### **Discussion on ADU Legislation and HOA Regulations**

Jeanne McQueeney raises concerns about HOAs preventing the implementation of ADUs and seeks potential legislative solutions with Representative Lukens. The discussion also references previous legislation addressing HOA discrimination and the limited control homeowners have over their properties due to HOA regulations.

**Updates from Breckenridge, Basalt, Frisco, and Steamboat Springs**

Kristin Brownson of Breckenridge announced the upcoming launch of an e-delivery program and its potential impact on reducing traffic and improving air quality. Rick Stevens of Basalt provided updates on projects such as the Midland Avenue Improvement Project, a new childcare center, and affordable housing initiatives. Diane McBride of Frisco discussed budget season, multimodal transportation, fiber connectivity, and affordable housing covenants, while Michael Buccino of Steamboat Springs expressed appreciation and interest in inviting Jon to a council meeting.

**Routt County Updates**

Tim Redmond shared updates on forest health, wildfire mitigation, and economic development projects, highlighting partnerships with various organizations and agencies. He also addressed controversial issues, such as the Steamboat Gravel Race, and discussed the potential impact of rail in the area to diversify the economy and reduce commuting traffic.

**Update on Avon's Construction Use Tax and Land Pursuit**

Jena Skinner, Planning Manager of the Town of Avon, shared updates on the construction use tax, highlighting the shift towards allocating generated funds for community housing. She also discussed the pursuit of a piece of land for potential development, expressing enthusiasm about the opportunities it presents. The meeting participants expressed support and appreciation for the progress made.

**ACTION Adjournment**

***M/S: Alyssa Shenk*** asked for a motion to adjourn the meeting, Patti Clapper made the motion, it was seconded by D. Clapper. NWCCOG Council meeting adjourned at 12:15PM

***Passed: Yes***

\_\_\_\_\_  
Alyssa Shenk, NWCCOG Council Chair

\_\_\_\_\_  
Date

# Northwest Colorado Council of Governments

## Balance Sheet

As of June 30, 2024

	<u>Jun 30, 24</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
Checking/Savings	5,968,186.31
Accounts Receivable	256,872.58
Other Current Assets	<u>1,670,460.81</u>
<b>Total Current Assets</b>	7,895,519.70
<b>Fixed Assets</b>	3,470,142.19
<b>Other Assets</b>	<u>5,190,740.41</u>
<b>TOTAL ASSETS</b>	<u><u>16,556,402.30</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	280,475.52
Credit Cards	46,188.46
Other Current Liabilities	<u>604,170.32</u>
<b>Total Current Liabilities</b>	930,834.30
<b>Long Term Liabilities</b>	<u>2,138,784.10</u>
<b>Total Liabilities</b>	3,069,618.40
<b>Equity</b>	
3000 · Fund Balance	9,606,926.96
3400 · Other Fund Balances	221,598.44
3900 · Retained Earnings	2,315,689.23
Net Income	<u>1,342,569.27</u>
<b>Total Equity</b>	<u>13,486,783.90</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>16,556,402.30</u></u>

# NWCCOG

## STATEMENT OF REVENUES AND EXPENDITURES 06/30/2023

50% of the year

	2024 REVENUE BUDGET	REVENUE YTD ACTUAL	REVENUE BUDGET TO ACTUAL	2024 EXPENSE BUDGET	EXPENSES YTD ACTUAL	EXPENSES BUDGET TO ACTUAL	2024 NET BUDGET	REVENUES OVER EXPENSES ACTUAL	ADVANCED / CARRY OVER FUNDS	Beginning of Year RESERVED PROGRAM FUNDS	End of Year RESERVED PROGRAM FUNDS	NET
<b>COG PROGRAM FUNDS</b>												
<b>Internal Programs</b>												
REGIONAL BUSINESS	523,999	612,464	117%	579,395	321,588	56%	(55,396)	290,876	5,135			290,876
BROADBAND	210,462	110,662	53%	247,646	140,108	57%	(37,184)	(29,446)				(29,446)
PROJECT THOR	1,425,217	870,822	61%	1,136,016	908,620	80%	289,201	(37,799)		204,767	166,968	129,169
ELEVATOR INSPECTION	2,065,112	985,054	48%	1,760,439	895,264	51%	304,673	89,790				89,790
ECONOMIC DEVELOPMENT DIST	154,150	94,433	61%	153,559	82,021	53%	591	12,412	2,783			12,412
REGIONAL TRANSPORTATION	194,343	264,592	136%	194,343	78,445	40%	0	186,146				186,146
Vintage - AAAA												
ADRC- CO HLTH FOUND		53,800						53,800	53,800			53,800
RSVP-VOLUNTEERS								0				0
SHIP- Insurance Consulting		40,867			6,169			34,698	32,107			34,698
SMP								0				-
AGE/NUTRITION (General)								0		68,451	68,451	-
AGE/NUTRITION (State FY 23-24)		975,738			915,161			60,577	193,068			60,577
AGE/NUTRITION (State FY 24-25)								0				-
AGE/NUTRITION TOTAL	2,178,379	1,070,405	49%	2,167,622	921,330	43%	10,757	149,075	278,975	68,451	68,451	149,075
Energy Management												
ENERGY BEECH		132,135			10,525			121,609		28,726	150,335	271,944
ENERGY CARE		571,569			880,166			(308,596)		420,616	112,019	(196,577)
ENERGY NEEP					8,916			(8,916)		36,217	27,301	18,385
ENERGY CIP		54,295			78,842			(24,546)		64,216	39,670	15,124
ENERGY RE-ENERGIZE		88,142			106,768			(18,626)		32,864	14,238	(4,388)
ENERGY FEE FOR SERVICE		7,372			14,479			(7,107)		10,228	3,121	(3,985)
ENERGY (State FY23-24)		2,148,992			2,148,992			(0)	35,600			(0)
ENERGY (State FY24-25)					11,986			0				-
ENERGY MANAGEMENT TOTAL	5,391,962	3,002,505	56%	5,250,555	3,260,674	62%	141,407	(246,183)	35,600	564,048	320,813	71,683
<b>Total COG Internal Programs</b>	12,143,624	7,010,936		11,489,575	6,608,051		654,049	402,885	322,493	837,266	556,232	899,705
<b>External Programs</b>												
HOMELAND SECURITY	184,092	27,381	15%	184,092	27,381	15%	0	(0)				(0)
NWR HEALTH CARE COALITION	231,176	120,580	52%	231,176	120,580	52%	0	0				-
WATER QUALITY/QUANTITY	187,563	206,310	110%	187,563	137,857	73%	0	68,453	8,312	127,010		68,453
WATERSHED SERVICES	69,166	57,683	83%	65,314	52,835	81%	3,852	4,849	32,280	24,693		4,849
WILD & SCENIC	128,530	106,282	83%	120,426	89,420	74%	8,104	16,863	9,807	39,154		16,863
NWCCOG FOUNDATION	1,550		0%	120		0%	1,430	0		21,414	21,414	21,414
<b>Total External Programs</b>	802,077	518,236	65%	788,691	428,072	54%	13,386	90,164	64,760	212,271	21,414	111,578
<b>Total Program Funds</b>	12,945,701	7,529,172	58%	12,278,266	7,036,123	57%	667,435	493,049	387,253	1,049,537	577,646	1,011,283
<b>NORTHWEST LOAN FUND</b>	2,090,644	1,005,200	48%	241,191	128,484	53%	1,849,453	876,716		4,696,963	5,573,679	6,450,395
<b>INTERNAL SERVICE FUNDS</b>												
INDIRECT	721,775	375,397	52%	738,223	376,237	51%	(16,448)	(841)		134,245		(841)
BUILDING FUND	161,750	80,875	50%	175,384	214,342	122%	(13,634)	(133,467)		100,732	(32,735)	(166,201)
MOTOR POOL	0			8,284	2,775	33%	(8,284)	(2,775)		44,718	41,943	39,169
<b>Total Service Funds</b>	883,525	456,272	52%	921,891	593,353	64%	(38,366)	(137,082)		279,695	9,209	(127,873)
<b>COG FUNDS Subtotal</b>	15,919,870	8,990,644	56%	13,441,348	7,757,961	49%	2,478,522	1,232,683	387,253	6,026,195	6,160,534	7,333,805

**Northwest Colorado Council of Governments**  
**Balance Sheet by Class -8800- Northwest Loan Fund**  
As of March 31, 2024

	<u><b>TOTAL</b></u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1015 · 1st Bank NLF Checking	31,571.88
1065 · NLF Alpine Operating	35,459.50
1070 · NLF Alpine Money Market	250,000.00
1071 · NLF Alpine ICS	2,537,551.95
1073 · NLF Mountain Valley Bank	244,108.76
1075 · NLF Yampa Valley Bank	245,397.08
<b>Total Checking/Savings</b>	<u>3,344,089.17</u>
<b>Accounts Receivable</b>	
1116 · NLF Grant Receivable	107,100.00
<b>Total Accounts Receivable</b>	<u>107,100.00</u>
<b>Other Current Assets</b>	
1315 · NLF - Allowance for Loan Loss	-331,295.68
<b>Total Other Current Assets</b>	<u>-331,295.68</u>
<b>Total Current Assets</b>	<u>3,119,893.49</u>
<b>Other Assets</b>	
1615 · NLF Loans Receivable	
CDBG-20-630-Covid	592,962.78
1615a · CDBG-13-589	2,092.70
1615b · CDBG-16-602	463,353.79
1615c · CDBG-20-630	1,058,734.37
1615f · Forest Service	377,000.07
1615o · OEDIT-2017	10,108.17
1615r · Revolved	1,050,164.72
1615s · CO Start-Up	102,000.00
<b>Total 1615 · NLF Loans Receivable</b>	<u>3,656,416.60</u>
<b>Total Other Assets</b>	<u>3,656,416.60</u>
<b>TOTAL ASSETS</b>	<u><b>6,776,310.09</b></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Total Accounts Payable	13,987.68
Total Credit Cards	3,806.27
<b>Total Current Liabilities</b>	<u>17,793.95</u>
<b>Total Long Term Liabilities</b>	<u>0.00</u>
<b>Total Liabilities</b>	17,793.95
<b>Equity</b>	
3000 · Fund Balance	
3100 · NLF Net Equity	6,214,993.32
<b>Total 3000 · Fund Balance</b>	<u>6,214,993.32</u>
3900 · Retained Earnings	-39,386.23
Net Income	582,909.05
<b>Total Equity</b>	<u>6,758,516.14</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>6,776,310.09</b></u>



**Northwest Colorado Council of Governments**  
**Statement of Revenues & Expenditures - 8800 - Northwest Loan Fund**  
 January through March 2024

	<b>Jan - Mar 24</b>	<b>% of Budget</b>	<b>Annual Budget</b>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 · Grant Income			
4100 · Federal Grant Income	386,713.80	27.82%	1,390,000.00
4200 · State Grant Income	102,000.00	51.0%	200,000.00
4250 · Administration-State Funds	5,100.00	2.29%	222,400.00
4251 · Administration-Federal Funds	61,874.20		
<b>Total 4000 · Grant Income</b>	<b>555,688.00</b>	<b>30.66%</b>	<b>1,812,400.00</b>
4720 · Loan Interest Income			
Revolved Interest	26,720.73		
4720 · Loan Interest Income - Other	42,582.72	17.83%	238,839.00
<b>Total 4720 · Loan Interest Income</b>	<b>69,303.45</b>	<b>29.02%</b>	<b>238,839.00</b>
4730 · Fee Income	3,560.70	10.06%	35,405.00
4820 · Interest Income	4,968.32	124.21%	4,000.00
<b>Total Income</b>	<b>633,520.47</b>	<b>30.3%</b>	<b>2,090,644.00</b>
<b>Gross Profit</b>	<b>633,520.47</b>	<b>30.3%</b>	<b>2,090,644.00</b>
<b>Expense</b>			
6100 · Payroll Expenses			
6112 · Program Director	28,908.78	25.0%	115,635.00
6210 · Taxes & Benefits	5,677.29	24.23%	23,430.00
<b>Total 6100 · Payroll Expenses</b>	<b>34,586.07</b>	<b>24.87%</b>	<b>139,065.00</b>
6130 · Meeting Expense	0.00	0.0%	2,000.00
6410 · Contract Staff	503.75	16.79%	3,000.00
6520 · Outside Contract			
6510 · Contractor	0.00	0.0%	12,000.00
<b>Total 6520 · Outside Contract</b>	<b>0.00</b>	<b>0.0%</b>	<b>12,000.00</b>
6610 · Office Supplies	3,105.36	310.54%	1,000.00
6615 · Loan Loss Reserve	3,723.36		
6620 · Bank Charges	30.00	30.0%	100.00
6640 · Postage	2.58	0.24%	1,100.00
6655 · Program Expense	40.00	0.8%	5,000.00
6660 · Advertising Expense	0.00	0.0%	1,000.00
6680 · Dues & Subscriptions	347.09	5.79%	6,000.00
6720 · Rent & Utilities	832.65	6.24%	13,354.00
6730 · Telephone Expense	544.03		
6811 · Vehicle Gas/Oil/Supplies	177.63	6.34%	2,800.00
6930 · Bad Debts - written off	0.00	0.0%	24,192.00
7110 · Program Supplies	-4.90	-0.49%	1,000.00
7130 · Travel & Meeting	1,840.83	20.45%	9,000.00
7320 · Pass-Through Funds	404.05		
7910 · Indirect Cost Allocation	4,769.94	25.0%	19,080.00
<b>Total Expense</b>	<b>50,902.44</b>	<b>21.24%</b>	<b>239,691.00</b>
<b>Net Ordinary Income</b>	<b>582,618.03</b>	<b>31.48%</b>	<b>1,850,953.00</b>
<b>Net Income</b>	<b>582,618.03</b>	<b>31.48%</b>	<b>1,850,953.00</b>
Less Loan Disbursements	<b>312,000.00</b>	<b>19.62%</b>	<b>1,590,000.00</b>
<b>Total Net Income</b>	<b>270,618.03</b>		<b>260,953.00</b>

**Northwest Colorado Council of Governments**  
**Balance Sheet by Class -8800- Northwest Loan Fund**  
As of June 30, 2024

	<u>TOTAL</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1015 · 1st Bank NLF Checking	99,241.88
1065 · NLF Alpine Operating	-44,267.49
1070 · NLF Alpine Money Market	252,088.26
1071 · NLF Alpine ICS	2,716,399.57
1073 · NLF Mountain Valley Bank	245,495.78
1075 · NLF Yampa Valley Bank	247,005.22
<b>Total Checking/Savings</b>	<u>3,515,963.22</u>
<b>Other Current Assets</b>	
1090 · Undeposited Funds	22,648.39
1315 · NLF - Allowance for Loan Loss	-353,611.69
<b>Total Other Current Assets</b>	<u>-330,963.30</u>
<b>Total Current Assets</b>	<u>3,184,999.92</u>
<b>Other Assets</b>	
1615 · NLF Loans Receivable	
CDBG-20-630-Covid	578,319.18
1615a · CDBG-13-589	1,469.65
1615b · CDBG-16-602	429,507.85
1615c · CDBG-20-630	1,271,013.44
1615f · Forest Service	422,275.67
1615o · OEDIT-2017	10,021.79
1615r · Revolved	1,059,423.46
1615s · CO Start-Up	100,320.24
<b>Total 1615 · NLF Loans Receivable</b>	<u>3,872,351.28</u>
<b>Total Other Assets</b>	<u>3,872,351.28</u>
<b>TOTAL ASSETS</b>	<u><u>7,057,351.20</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Total Accounts Payable	894.97
Total Credit Cards	4,133.12
<b>Total Current Liabilities</b>	<u>5,028.09</u>
Total Long Term Liabilities	0.00
<b>Total Liabilities</b>	<u>5,028.09</u>
<b>Equity</b>	
3000 · Fund Balance	
3100 · NLF Net Equity	6,214,993.32
<b>Total 3000 · Fund Balance</b>	<u>6,214,993.32</u>
3900 · Retained Earnings	-39,386.23
Net Income	876,716.02
<b>Total Equity</b>	<u>7,052,323.11</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>7,057,351.20</u></u>

**2024 Q2 Director Notes to NLF Financials:**

The Operating account shows up as a negative balance. This is because of the date of check disbursements. We printed loan disbursements for Viking Ski Shop and Blunt Aviation on 6/21 and 6/25. The debit is posted to the Operating account in QB as of the check date, but because the checks weren't actually cashed those days, there's no ICM transfer to offset the expense. We'll see the ICM transfer occur in July when the checks are cashed, which will correct the QB balance.

Northwest Colorado Council of Governments  
**Statement of Revenues & Expenditures - 8800 - Northwest Loan Fund**  
 January through June 2024

	Jan - Jun 24	% of Budget	Annual Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
4000 · Grant Income			
4100 · Federal Grant Income	586,713.80	42.21%	1,390,000.00
4200 · State Grant Income	102,000.00	51.0%	200,000.00
4250 · Administration-State Funds	5,100.00	2.29%	222,400.00
4251 · Administration-Federal Funds	93,874.20		
<b>Total 4000 · Grant Income</b>	<b>787,688.00</b>	<b>43.46%</b>	<b>1,812,400.00</b>
4510 · Local Funding			
4520 · Other Local Funding	62,500.00		
<b>Total 4510 · Local Funding</b>	<b>62,500.00</b>		
4720 · Loan Interest Income			
Revolved Interest	42,090.12		
4720 · Loan Interest Income - Other	87,955.76	36.83%	238,839.00
<b>Total 4720 · Loan Interest Income</b>	<b>130,045.88</b>	<b>54.45%</b>	<b>238,839.00</b>
4730 · Fee Income	9,756.95	27.56%	35,405.00
4820 · Interest Income	12,581.23	314.53%	4,000.00
<b>Total Income</b>	<b>1,002,572.06</b>	<b>47.96%</b>	<b>2,090,644.00</b>
<b>Gross Profit</b>	<b>1,002,572.06</b>	<b>47.96%</b>	<b>2,090,644.00</b>
<b>Expense</b>			
6100 · Payroll Expenses			
6112 · Program Director	57,817.55	50.0%	115,635.00
6210 · Taxes & Benefits	11,375.00	48.55%	23,430.00
<b>Total 6100 · Payroll Expenses</b>	<b>69,192.55</b>	<b>49.76%</b>	<b>139,065.00</b>
6130 · Meeting Expense	0.00	0.0%	2,000.00
6410 · Contract Staff	1,283.75	42.79%	3,000.00
6520 · Outside Contract			
6510 · Contractor	1,925.00	16.04%	12,000.00
<b>Total 6520 · Outside Contract</b>	<b>1,925.00</b>	<b>16.04%</b>	<b>12,000.00</b>
6610 · Office Supplies	3,916.91	391.69%	1,000.00
6615 · Loan Loss Reserve	26,039.37		
6620 · Bank Charges	60.00	60.0%	100.00
6640 · Postage	77.01	7.0%	1,100.00
6655 · Program Expense	169.25	3.39%	5,000.00
6660 · Advertising Expense	0.00	0.0%	1,000.00
6680 · Dues & Subscriptions	3,488.22	58.14%	6,000.00
6720 · Rent & Utilities	1,665.30	12.47%	13,354.00
6730 · Telephone Expense	845.38		
6811 · Vehicle Gas/Oil/Supplies	859.16	30.68%	2,800.00
6930 · Bad Debts - written off	0.00	0.0%	24,192.00
7110 · Program Supplies	24.75	2.48%	1,000.00
7130 · Travel & Meeting	3,793.70	42.15%	9,000.00
7320 · Pass-Through Funds	5,604.05		
7910 · Indirect Cost Allocation	9,539.88	50.0%	19,080.00
<b>Total Expense</b>	<b>128,484.28</b>	<b>53.6%</b>	<b>239,691.00</b>
<b>Net Ordinary Income</b>	<b>874,087.78</b>	<b>47.22%</b>	<b>1,850,953.00</b>
<b>Net Income</b>	<b>874,087.78</b>	<b>47.22%</b>	<b>1,850,953.00</b>
<b>Less Loan Disbursements</b>	<b>659,500.00</b>	<b>41.48%</b>	<b>1,590,000.00</b>
<b>Total Net Income</b>	<b>214,587.78</b>		<b>260,953.00</b>



# MEMORANDUM

**To:** NWCCOG Council  
**From:** Jon Stavney, Executive Director and Becky Walter Finance Director  
**Date:** 16 October 2024  
**Re:** **2025 Budget Highlights**

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The **Draft Budget** can be found with the other Packet Documents on NWCCOG Website.

On October 16<sup>th</sup> Staff held a 3 hr, **long-form Budget Workshop**. Thanks to Alyssa Shenk, Carolyn Skowrya, Randy George, Sara Nadolny and Sam Rose (Aspen) for attending and enduring the session and providing insights to our team.

Special thanks to Becky Walter, for performing this year's **Wage Range Analysis**. She took the project to another level including narrative with methodology, and graphics assessing equity metrics within the organization. We will share the document with you in the meeting and individually upon request. Because it lists actual wages of individuals, we do not want it on the website. We adopt the new Wage Range with each upcoming budget year, so wages for this current year along with COLA increases are both baked into the proposed budget. The most significant changes are with Energy which broken some combined positions into steps and adjusted mid-management titles and wages to better align across the department. Only a couple individuals' salaries were immediately adjusted up to address their actual value and scope of work from the exercise.

Becky also did an analysis of the **NWCCOG reserves** and Cash balances which she unveiled at the Workshop. She will present that also at this meeting.

Thanks for Becky and Moira for taking my first stab at more attractive cover sheets and taking them to the next level graphically.

For the 2025 budget, COLA is less than previous years at 2.6% to which we added 2.1% merit. Indirect will remain at 16.5%. Page 13 the All Funds page is the best overview of the 2025 Budget which is approximately \$12M, down from last year's high point of \$15.4M. A variety of incremental factors across programs accounted for the difference, Vintage funding is down, last year THOR completed a project, NLF underbudgeted, etc.

The **Energy Program** growth to 30 employees has resulted from their increased funding and from the diverse fee-for-service programs growing significantly. This has boosted the **Indirect** budget to

help pay increased wages to Fiscal, cover high Audit costs and high IT costs because of equipment replacements in 2025.

**The Building Fund** took a beating with the door and lock project which came up as a sudden, unbudgeted opportunity, but cost \$230,000 when only \$45,000 was budgeted. Will be backfilling this fund with Elevator revenues until Fund Balance reaches \$100,000 in a future year.

**Elevator Program:** This program's revenues, primarily from new growth and the compliance program continue to grow but have levelled out somewhat. That combined with raising EIP wages to be competitive with the private sector have meant that there is less to transfer out to assist other programs. Without these funds, we could not afford a Broadband program and would not have Project THOR, nor would we have had the funds to upgrade our IT infrastructure and complete some necessary building upgrades like the locks this year. David and I have developed a Memo with extensive details about how the State AHJ system came about and the legislation that has defined it following a request for more information from a couple sources. Let us know if you want to read it.

**NLF:** Additional Budget detail on page 35. Conservative revenue estimates.

**Regional Business:** This program processes DOLA grants, including Broadband and Project THOR which have been separated into their own budget pages for clarity. The Regional Grants Navigator is funded through this program. Dues come in as Revenues, 51% of which go out as Expenditures in program matches, most of which are grant requirements. In 2025, Project THOR will (finally) be able to cover a portion of the BB Director's wages. DOLA funding for 2025 is imminent, but funding for the BB Director in 2026 is an ongoing discussion with CBO.

**Vintage:** the revenue decreases are told in the top two lines of this budget, the results of which are reflected in 7320 and 7321 at the bottom of page 46. After much debate internally we decided to provide wage increases to staff and a major readjustment to Amanda who carries a heavy load and needed to be reset by the Wage Study. The cost of staffing combined with decreased state and federal funding puts a crunch on services.

## **Northwest Loan Fund Program (NLF) Update 2024 September**

**Four** new loans have been approved this year.

The newest loan, which I have permission to talk about, is a Flight School at the Meeker Airport.

The Loan Committee meets in person once a year and we will be in Meeker to meet Connor Blunt and to see the Cessna 172 that was financed by the NLF.

Anita was included at the Steamboat Springs Community Leaders Roundtable. Leaders from the City, The Regional Airport, The Resort, Non-Profits etc. were at the table discussing issues.

This fall, Anita will attend all nine County Commissioner meetings to show activity/success in those counties and to ask the Counties to sign on to a new Grant Application.

Risk Ratings Report through 08/01/2024

By Master Loan

Grouped by Risk Rating > Loan ID

08/01/2024 08 24 PM

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Risk Rating: A. Satisfactory														
2021-0408-2	[REDACTED]	200,000.00	150,374.41								A. Satisfactory	07/19/2021	1.00%	1,503.74
2021-0610-1	[REDACTED]	162,665.38	101,045.11	1,100.00							A. Satisfactory	10/15/2020	1.00%	1,010.45
2021-1014-1	[REDACTED]	243,000.00	188,748.78								A. Satisfactory	11/09/2021	1.00%	1,887.49
2021-1116	[REDACTED]	40,000.00	20,671.86								A. Satisfactory	01/10/2022	1.00%	206.72
2023-0413	[REDACTED]	300,000.00	269,131.89								A. Satisfactory	05/05/2023	1.00%	2,691.32
2023-0608	[REDACTED]	80,000.00	72,513.46								A. Satisfactory	06/08/2023	1.00%	725.13
2023-0914	[REDACTED]	300,000.00	285,121.20								A. Satisfactory	10/31/2023	1.00%	2,851.21
2023-1011	[REDACTED]	100,000.00	95,836.97								A. Satisfactory	10/31/2023	1.00%	958.37
A. Satisfactory : 8 loans		1,425,665.38	1,183,443.68											11,834.43
Risk Rating: B. Watch														
2014-0313	[REDACTED]	20,000.00	1,261.38								B. Watch	03/31/2020	10.00%	126.14
2017-0914	[REDACTED]	250,000.00	127,995.42								B. Watch	03/31/2020	10.00%	12,799.54
2018-0305	[REDACTED]	280,000.00	129,919.71								B. Watch	03/31/2020	10.00%	12,991.97
2018-0510	[REDACTED]	25,000.00	5,520.08								B. Watch	03/31/2020	10.00%	552.01
2019-0516-1	[REDACTED]	95,000.00	59,745.87								B. Watch	03/31/2020	10.00%	5,974.59

## **Northwest Loan Fund Program (NLF) Update 2024 September**

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Risk Ratings Report through 08/01/2024

By Master Loan

Grouped by Risk Rating > Loan ID

08/01/2024 08 24 PM

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2019-0516-1R	[REDACTED]	295,000.00	200,563.27								B. Watch	03/31/2020	10.00%	20,056.33
2019-0516-2	[REDACTED]	50,000.00	2,223.86								B. Watch	03/31/2020	10.00%	222.39
2019-0910	[REDACTED]	79,500.00	56,600.95								B. Watch	11/21/2023	10.00%	5,660.10
2019-1010	[REDACTED]	100,000.00	35,511.44								B. Watch	08/04/2022	10.00%	3,551.14
2019-1216	[REDACTED]	50,000.00	30,777.85								B. Watch	03/31/2020	10.00%	3,077.79
2020-0326	[REDACTED]	51,000.00	8,356.64								B. Watch	03/31/2020	10.00%	835.66
2020-0330	[REDACTED]	100,000.00	31,360.08								B. Watch	03/31/2020	10.00%	3,136.01
2020-0331	[REDACTED]	60,000.00	50,281.01								B. Watch	11/21/2023	10.00%	5,028.10
2020-0514	[REDACTED]	170,000.00	131,195.98	1,500.00	1,500.00						B. Watch	07/28/2021	10.00%	13,119.60
2021-0610-2	[REDACTED]	54,000.00	13,121.00	1,025.24	102.52						B. Watch	01/10/2022	10.00%	1,312.10
2021-0610-3	[REDACTED]	75,000.00	7,268.72	2,256.25	2,256.25	225.63					B. Watch	07/28/2021	10.00%	726.87
2021-0708-2	[REDACTED]	80,000.00	61,889.90								B. Watch	08/10/2021	10.00%	6,188.99
2021-1014-2	[REDACTED]	56,000.00	45,193.13								B. Watch	11/08/2021	10.00%	4,519.31

Risk Ratings Report through 08/01/2024

By Master Loan

Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2022-0113-2	████████	250,000.00	204,591.65								B. Watch	02/16/2022	10.00%	20,459.17
2022-0714	██████	232,650.00	168,811.69								B. Watch	08/04/2022	10.00%	16,881.17
2023-0206	██████	18,700.00	10,238.19	600.00							B. Watch	02/23/2023	10.00%	1,023.82
2023-0209	██████	100,000.00	89,552.24	1,636.00							B. Watch	02/16/2023	10.00%	8,955.22
2023-0413-2 R	██████	46,428.00	43,296.86								B. Watch	04/28/2023	10.00%	4,329.69
2023-0713	██████	61,800.00	54,160.19	1,300.00							B. Watch	07/22/2023	10.00%	5,416.02
2023-511	██████	565,000.00	493,016.14								B. Watch	05/16/2023	10.00%	49,301.62
2024-0314	██████	162,000.00	39,346.26								B. Watch	03/19/2024	10.00%	3,934.63
2024-0314-2	██████	202,500.00	192,633.37								B. Watch	04/15/2024	10.00%	19,263.34
2024-0509	██████	25,000.00	24,603.86								B. Watch	06/17/2024	10.00%	2,460.39
2024-0613	██████	100,000.00	98,425.34								B. Watch	06/25/2024	10.00%	9,842.53
B. Watch: 29 loans		3,654,578.00	2,417,462.08											241,746.24
Risk Rating: F. Foreclosure														
2022-0113	████████	80,000.00	64,908.64	1,520.00	1,520.00	1,520.00	1,520.00	1,520.00	1,520.00	13,680.00	F. Foreclosure	09/08/2023	80.00%	51,926.91
2022-0113-R9	██████	50,000.00	40,636.23								F. Foreclosure	11/01/2023	80.00%	32,508.98
F. Foreclosure: 2 loans		130,000.00	105,544.87											84,435.89
<b>Report total: 39 loans</b>		<b>5,210,243.38</b>	<b>3,706,450.63</b>											<b>338,016.56</b>



Portfolio Summary Report -- ACTIVE ACCOUNTS  
By Master Loan  
(All transactions)

08/01/2024 08 22 PM

Page 2 of 2

LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Cumulative Pmts		Latest Pmts		Periods Past Due						Days Past		
					Principal	Interest	Amount	Date	30d	30d +	60d +	90d +	120d +	150d +		180d +	
2020-0326		03/30/2020	51,000.00	8,356.64	42,643.36	4,356.64	1,000.00	07/19/2024									< 30
2023-0608		06/08/2023	80,000.00	72,513.46	7,486.54	5,513.46	1,000.00	07/19/2024									< 30
2022-0113-R9		01/25/2022	50,000.00	40,636.23	9,363.77	3,143.38	3,837.92	08/04/2023									< 30
2020-0514		05/18/2020	170,000.00	131,195.98	38,804.02	32,560.11	1,650.00	07/01/2024	1,500.00	1,500.00							30 +
2021-0610-2		06/21/2021	54,000.00	13,121.00	27,592.80	4,087.12	2,050.48	07/01/2024	1,025.24	102.52							30 +
2021-0610-3		07/28/2021	75,000.00	7,268.72	67,731.28	6,499.34	2,256.25	07/01/2024	2,256.25	2,256.25	225.63						60 +
2021-0408-2		07/19/2021	200,000.00	150,374.41	49,625.59	22,080.66	2,048.75	07/03/2024									< 30
2023-0914		10/19/2023	300,000.00	285,121.20	14,878.80	11,296.93	3,739.39	06/26/2024									< 30
2023-0209		02/16/2023	100,000.00	89,552.24	10,447.76	10,821.24	1,636.00	06/05/2024	1,636.00								< 30
2019-1010		11/07/2019	100,000.00	35,511.44	64,488.56	16,617.44	1,115.00	06/26/2024									< 30
2021-0610-1		10/15/2020	162,665.38	101,045.11	60,247.16	11,823.15	1,100.00	06/09/2024	1,100.00								< 30
2023-0413-2 R		04/28/2023	46,428.00	43,296.86	3,131.14	4,877.60	800.79	07/01/2024									< 30
2024-0314-2		04/15/2024	202,500.00	192,633.37	9,866.63	3,293.37	6,580.00	06/26/2024									< 30
2023-0413		05/05/2023	300,000.00	269,131.89	30,868.11	18,174.89	4,604.00	07/03/2024									< 30
2024-0509		06/17/2024	25,000.00	24,603.86	396.14	119.86	516.00	07/11/2024									< 30
<b>Report total: 39 loans</b>																	
			5,210,243.38	3,706,450.63	1,439,133.22	579,414.37	198,836.31		10,937.49	5,378.77	1,745.63	1,520.00	1,520.00	1,520.00	13,680.00		

Risk Ratings Report through 09/06/2024  
 By Master Loan  
 Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Risk Rating: A. Satisfactory														
2021-0408-2	[REDACTED]	200,000.00	147,356.57								A. Satisfactory	07/19/2021	1.00%	1,473.57
2021-0610-1	[REDACTED]	162,665.38	98,639.29								A. Satisfactory	10/15/2020	1.00%	986.39
2021-1014-1	[REDACTED]	243,000.00	186,763.24								A. Satisfactory	11/09/2021	1.00%	1,867.63
2021-1116	[REDACTED]	40,000.00	20,671.86	760.00							A. Satisfactory	01/10/2022	1.00%	206.72
2023-0413	[REDACTED]	300,000.00	263,336.89								A. Satisfactory	05/05/2023	1.00%	2,633.37
2023-0608	[REDACTED]	80,000.00	72,036.95								A. Satisfactory	06/08/2023	1.00%	720.37
2023-0914	[REDACTED]	300,000.00	283,572.95								A. Satisfactory	10/31/2023	1.00%	2,835.73
2023-1011	[REDACTED]	100,000.00	95,384.06								A. Satisfactory	10/31/2023	1.00%	953.84
A. Satisfactory : 8 loans		1,425,665.38	1,167,761.81											11,677.62
Risk Rating: B. Watch														
2014-0313	[REDACTED]	20,000.00	1,051.19								B. Watch	03/31/2020	10.00%	105.12
2017-0914	[REDACTED]	250,000.00	123,527.42								B. Watch	03/31/2020	10.00%	12,352.74
2018-0305	[REDACTED]	280,000.00	129,919.71								B. Watch	03/31/2020	10.00%	12,991.97
2018-0510	[REDACTED]	25,000.00	4,631.27								B. Watch	03/31/2020	10.00%	463.13
2019-0516-1	[REDACTED]	95,000.00	57,809.45								B. Watch	03/31/2020	10.00%	5,780.95

Risk Ratings Report through 09/06/2024

By Master Loan

Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2019-0516-1R	[REDACTED]	295,000.00	194,414.05								B. Watch	03/31/2020	10.00%	19,441.41
2019-0516-2	[REDACTED]	50,000.00	1,233.78								B. Watch	03/31/2020	10.00%	123.38
2019-0910	[REDACTED]	79,500.00	56,141.00								B. Watch	11/21/2023	10.00%	5,614.10
2019-1010	[REDACTED]	100,000.00	34,621.18								B. Watch	08/04/2022	10.00%	3,462.12
2019-1216	[REDACTED]	50,000.00	29,919.20								B. Watch	03/31/2020	10.00%	2,991.92
2020-0326	[REDACTED]	51,000.00	7,383.26								B. Watch	03/31/2020	10.00%	738.33
2020-0330	[REDACTED]	100,000.00	30,560.97								B. Watch	03/31/2020	10.00%	3,056.10
2020-0331	[REDACTED]	60,000.00	49,836.81								B. Watch	11/21/2023	10.00%	4,983.68
2020-0514	[REDACTED]	170,000.00	131,195.98								B. Watch	07/28/2021	10.00%	13,119.60
2021-0610-2	[REDACTED]	54,000.00	13,121.00								B. Watch	01/10/2022	10.00%	1,312.10
2021-0610-3	[REDACTED]	75,000.00	7,268.72								B. Watch	07/28/2021	10.00%	726.87
2021-0708-2	[REDACTED]	80,000.00	61,889.90	858.33							B. Watch	08/10/2021	10.00%	6,188.99
2022-0113-2	[REDACTED]	250,000.00	202,547.62								B. Watch	02/16/2022	10.00%	20,254.76

Risk Ratings Report through 09/06/2024

By Master Loan

Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2022-0714	[REDACTED]	232,650.00	165,860.68								B. Watch	08/04/2022	10.00%	16,586.07
2023-0206	[REDACTED]	18,700.00	10,238.19	600.00	600.00						B. Watch	02/23/2023	10.00%	1,023.82
2023-0209	[REDACTED]	100,000.00	89,552.24	1,636.00	1,636.00						B. Watch	02/16/2023	10.00%	8,955.22
2023-0413-2 R	[REDACTED]	46,428.00	42,352.07								B. Watch	04/28/2023	10.00%	4,235.21
2023-0713	[REDACTED]	61,800.00	54,160.19	1,300.00	1,300.00						B. Watch	07/22/2023	10.00%	5,416.02
2023-511	[REDACTED]	565,000.00	481,861.48								B. Watch	05/16/2023	10.00%	48,186.15
2024-0314	[REDACTED]	162,000.00	39,346.26								B. Watch	03/19/2024	10.00%	3,934.63
2024-0314-2	[REDACTED]	202,500.00	188,325.39								B. Watch	04/15/2024	10.00%	18,832.54
2024-0509	[REDACTED]	25,000.00	24,603.86								B. Watch	06/17/2024	10.00%	2,460.39
2024-0613	[REDACTED]	100,000.00	97,068.14								B. Watch	06/25/2024	10.00%	9,706.81
B. Watch: 28 loans		3,598,578.00	2,330,441.01											233,044.13
Risk Rating: F. Foreclosure														
2022-0113-R9	[REDACTED]	50,000.00	40,636.23								F. Foreclosure	11/01/2023	80.00%	32,508.98
F. Foreclosure: 1 loans		50,000.00	40,636.23											32,508.98
<b>Report total: 37 loans</b>		<b>5,074,243.38</b>	<b>3,538,839.05</b>											<b>277,230.73</b>





Portfolio Summary Report -- ACTIVE ACCOUNTS  
By Master Loan  
(All transactions)

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LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Cumulative Pmts		Latest Pmts		Periods Past Due						Days Past	
					Principal	Interest	Amount	Date	30d	30d +	60d +	90d +	120d +	150d +		180d +
2022-0113-R9	[REDACTED]	01/25/2022	50,000.00	40,636.23	9,363.77	3,143.38	3,837.92	08/04/2023								< 30
2020-0514	[REDACTED]	05/18/2020	170,000.00	131,195.98	38,804.02	32,560.11	1,650.00	07/01/2024								< 30
2021-0610-2	[REDACTED]	06/21/2021	54,000.00	13,121.00	27,592.80	4,087.12	2,050.48	07/01/2024								< 30
2021-0610-3	[REDACTED]	07/28/2021	75,000.00	7,268.72	67,731.28	6,499.34	2,256.25	07/01/2024								< 30
2021-0408-2	[REDACTED]	07/19/2021	200,000.00	147,356.57	52,643.43	23,160.32	2,048.75	09/03/2024								< 30
2023-0914	[REDACTED]	10/19/2023	300,000.00	283,572.95	16,427.05	13,488.07	3,739.39	07/29/2024								< 30
2023-0209	[REDACTED]	02/16/2023	100,000.00	89,552.24	10,447.76	10,821.24	1,636.00	06/05/2024	1,636.00	1,636.00						30 +
2019-1010	[REDACTED]	11/07/2019	100,000.00	34,621.18	65,378.82	16,842.18	1,115.00	07/29/2024								< 30
2021-0610-1	[REDACTED]	10/15/2020	162,665.38	98,639.29	62,652.98	12,717.33	1,100.00	08/16/2024								< 30
2023-0413-2 R	[REDACTED]	04/28/2023	46,428.00	42,352.07	4,075.93	5,534.39	800.79	09/03/2024								< 30
2024-0314-2	[REDACTED]	04/15/2024	202,500.00	188,325.39	14,174.61	5,565.39	6,580.00	08/06/2024								< 30
2023-0413	[REDACTED]	05/05/2023	300,000.00	263,336.89	36,663.11	21,587.89	4,604.00	09/03/2024								< 30
2024-0509	[REDACTED]	06/17/2024	25,000.00	24,603.86	396.14	119.86	516.00	07/11/2024								< 30
<b>Report total: 37 loans</b>			5,074,243.38	3,538,839.05	1,470,744.80	595,268.77	196,713.31		5,154.33	3,536.00						

Risk Ratings Report through 09/30/2024  
 By Master Loan  
 Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
Risk Rating: A. Satisfactory														
2021-0408-2	[REDACTED]	200,000.00	147,356.57								A. Satisfactory	07/19/2021	1.00%	1,473.57
2021-0610-1	[REDACTED]	162,665.38	98,639.29								A. Satisfactory	10/15/2020	1.00%	986.39
2021-1014-1	[REDACTED]	243,000.00	186,763.24								A. Satisfactory	11/09/2021	1.00%	1,867.63
2021-1116	[REDACTED]	40,000.00	19,368.92								A. Satisfactory	01/10/2022	1.00%	193.69
2023-0413	[REDACTED]	300,000.00	263,336.89								A. Satisfactory	05/05/2023	1.00%	2,633.37
2023-0608	[REDACTED]	80,000.00	71,523.45								A. Satisfactory	06/08/2023	1.00%	715.23
2023-0914	[REDACTED]	300,000.00	283,572.95	3,739.39							A. Satisfactory	10/31/2023	1.00%	2,835.73
2023-1011	[REDACTED]	100,000.00	94,762.60								A. Satisfactory	10/31/2023	1.00%	947.63
A. Satisfactory : 8 loans		1,425,665.38	1,165,323.91											11,653.24
Risk Rating: B. Watch														
2014-0313	[REDACTED]	20,000.00	841.22								B. Watch	03/31/2020	10.00%	84.12
2017-0914	[REDACTED]	250,000.00	123,527.42								B. Watch	03/31/2020	10.00%	12,352.74
2018-0305	[REDACTED]	280,000.00	129,919.71	4,400.00							B. Watch	03/31/2020	10.00%	12,991.97
2018-0510	[REDACTED]	25,000.00	4,190.78								B. Watch	03/31/2020	10.00%	419.08
2019-0516-1	[REDACTED]	95,000.00	57,809.45								B. Watch	03/31/2020	10.00%	5,780.95

Risk Ratings Report through 09/30/2024

By Master Loan

Grouped by Risk Rating > Loan ID

LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2019-0516-1R	[REDACTED]	295,000.00	194,414.05								B. Watch	03/31/2020	10.00%	19,441.41
2019-0910	[REDACTED]	79,500.00	56,141.00								B. Watch	11/21/2023	10.00%	5,614.10
2019-1010	[REDACTED]	100,000.00	34,621.18								B. Watch	08/04/2022	10.00%	3,462.12
2019-1216	[REDACTED]	50,000.00	29,919.20								B. Watch	03/31/2020	10.00%	2,991.92
2020-0326	[REDACTED]	51,000.00	6,405.26								B. Watch	03/31/2020	10.00%	640.53
2020-0330	[REDACTED]	100,000.00	30,560.97								B. Watch	03/31/2020	10.00%	3,056.10
2020-0331	[REDACTED]	60,000.00	49,836.81								B. Watch	11/21/2023	10.00%	4,983.68
2020-0514	[REDACTED]	170,000.00	131,195.98								B. Watch	07/28/2021	10.00%	13,119.60
2021-0610-2	[REDACTED]	54,000.00	13,121.00								B. Watch	01/10/2022	10.00%	1,312.10
2021-0610-3	[REDACTED]	75,000.00	7,268.72								B. Watch	07/28/2021	10.00%	726.87
2021-0708-2	[REDACTED]	80,000.00	60,776.98	42.92							B. Watch	08/10/2021	10.00%	6,077.70
2022-0113-2	[REDACTED]	250,000.00	202,547.62								B. Watch	02/16/2022	10.00%	20,254.76
2022-0714	[REDACTED]	232,650.00	162,861.55								B. Watch	08/04/2022	10.00%	16,286.15
2023-0209	[REDACTED]	100,000.00	89,552.24	1,636.00	1,636.00	1,636.00					B. Watch	02/16/2023	10.00%	8,955.22

Risk Ratings Report through 09/30/2024

By Master Loan

Grouped by Risk Rating > Loan ID

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LoanID	Borrower	Loan Amount	Principal Balance	30d	30d +	60d +	90d +	120d +	150d +	180d +	Risk Rating	Rating Date	Reserve Percentage	Reserve Amount
2023-0413-2 R	[REDACTED]	46,428.00	42,352.07								B. Watch	04/28/2023	10.00%	4,235.21
2023-0713	[REDACTED]	61,800.00	53,565.22	965.00							B. Watch	07/22/2023	10.00%	5,356.52
2023-511	[REDACTED]	565,000.00	481,861.48								B. Watch	05/16/2023	10.00%	48,186.15
2024-0314	[REDACTED]	162,000.00	39,346.26	3,414.00							B. Watch	03/19/2024	10.00%	3,934.63
2024-0314-2	[REDACTED]	202,500.00	183,587.37								B. Watch	04/15/2024	10.00%	18,358.74
2024-0509	[REDACTED]	25,000.00	23,972.47								B. Watch	06/17/2024	10.00%	2,397.25
2024-0613	[REDACTED]	100,000.00	95,755.85								B. Watch	06/25/2024	10.00%	9,575.59
2024-0912	[REDACTED]	400,000.00	50,000.00								B. Watch	09/19/2024	10.00%	5,000.00
B. Watch: 27 loans		3,929,878.00	2,355,951.86											235,595.21
Risk Rating: F. Foreclosure														
2022-0113-R9	[REDACTED]	50,000.00	40,636.23								F. Foreclosure	11/01/2023	80.00%	32,508.98
F. Foreclosure: 1 loans		50,000.00	40,636.23											32,508.98
<b>Report total: 36 loans</b>		<b>5,405,543.38</b>	<b>3,561,912.00</b>											<b>279,757.43</b>



Portfolio Summary Report -- ACTIVE ACCOUNTS  
By Master Loan  
(All transactions)

09/30/2024 01 15 PM

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LoanID	Borrower	Close Date	Loan Amount	Principal Balance	Cumulative Pmts		Latest Pmts		Periods Past Due						Days Past		
					Principal	Interest	Amount	Date	30d	30d +	60d +	90d +	120d +	150d +		180d +	
2020-0514	[REDACTED]	05/18/2020	170,000.00	131,195.98	38,804.02	32,560.11	1,650.00	07/01/2024									< 30
2021-0610-2	[REDACTED]	06/21/2021	54,000.00	13,121.00	27,592.80	4,087.12	2,050.48	07/01/2024									< 30
2021-0610-3	[REDACTED]	07/28/2021	75,000.00	7,268.72	67,731.28	6,499.34	2,256.25	07/01/2024									< 30
2021-0408-2	[REDACTED]	07/19/2021	200,000.00	147,356.57	52,643.43	23,160.32	2,048.75	09/03/2024									< 30
2023-0914	[REDACTED]	10/19/2023	300,000.00	283,572.95	16,427.05	13,488.07	3,739.39	07/29/2024	3,739.39								< 30
2023-0209	[REDACTED]	02/16/2023	100,000.00	89,552.24	10,447.76	10,821.24	1,636.00	06/05/2024	1,636.00	1,636.00	1,636.00						60 +
2019-1010	[REDACTED]	11/07/2019	100,000.00	34,621.18	65,378.82	16,842.18	1,115.00	07/29/2024									< 30
2021-0610-1	[REDACTED]	10/15/2020	162,665.38	98,639.29	62,652.98	12,717.33	1,100.00	08/16/2024									< 30
2023-0413-2 R	[REDACTED]	04/28/2023	46,428.00	42,352.07	4,075.93	5,534.39	800.79	09/03/2024									< 30
2024-0314-2	[REDACTED]	04/15/2024	202,500.00	183,587.37	18,912.63	7,407.37	6,580.00	09/09/2024									< 30
2023-0413	[REDACTED]	05/05/2023	300,000.00	263,336.89	36,663.11	21,587.89	4,604.00	09/03/2024									< 30
2024-0509	[REDACTED]	06/17/2024	25,000.00	23,972.47	1,027.53	520.47	516.00	09/17/2024									< 30
<b>Report total: 36 loans</b>			<b>5,405,543.38</b>	<b>3,561,912.00</b>	<b>1,428,971.85</b>	<b>594,737.80</b>	<b>193,548.31</b>		<b>14,197.31</b>	<b>1,636.00</b>	<b>1,636.00</b>						



## 2022 Risk Ratings – Northwest Loan Fund

Loan Grades and percentage of loan balance in Allowance for Loan Loss

LOAN GRADE	GUIDING DESCRIPTION	% OF LOAN BALANCE IN ALLOWANCE FOR LOAN LOSS
Satisfactory	Performing As Agreed and well secured	1%
Watch	New Loans - Non Real Estate secured	10%
Substandard	Issue with performance	30%
Doubtful	Concern for full collection	60%
Foreclosure	Foreclosure	80%
Probable Loss	Probable Loss-keep on reports until Charge-Off	100%



# 2025 NWCCOG COUNCIL MEETING SCHEDULE

PO Box 2308 • 249 Warren Ave • Silverthorne, CO 80498 • 970-468-0295  
Fax 970-468-1208 • [www.nwccog.org](http://www.nwccog.org)

Location: Zoom Conference Call, On-Site Location Silverthorne

Time: **Council** 10:00 a.m.-12:00 p.m., **EDD Board** 12:30 p.m. – 2:30 p.m.

## **Thursday, January 23, 2025**

### ***Full Council, EDD Board & NLF Board Meeting***

Primary Agenda Items: Introduction of new members/representatives; annual NLF Board meeting; approve December NWCCOG meeting minutes, Preliminary 2024 Financials, elect CHP representative; EDD Board meeting

## **Thursday, March 20, 2025**

### ***Full Council & EDD Board Meeting***

Primary Agenda Items: Approve January meeting minutes, program overviews, distribute electronic version of Member Handbook, approve Policy updates; EDD Board meeting

## **Thursday, May 22, 2025**

### ***Full Council & EDD Board Meeting***

Primary Agenda Items: Approve May meeting minutes, approve Q1 Financials; EDD Board meeting

## **Thursday, July 24, 2025**

### ***Full Council & EDD Board Meeting***

Primary Agenda Items: Approve May meeting minutes, Review/Approve 2024 Audit and Final 2024 Financials, approve 2026 dues, discussion re: Annual Planning Meeting Agenda; EDD Board meeting

## **Thursday, September 18, 2025**

### ***Full Council & EDD Board Annual Planning Meeting***

Primary Agenda Items: Approve July meeting minutes, strategic planning for 2026, approve Q2 Financials; EDD Board meeting

## **Thursday, October 23, 2025**

### ***Full Council & EDD Board Meeting AND Executive Committee Meeting***

Primary Agenda Items: Review of draft 2026 budget, approve 2026 meeting schedule, approve Q3 Financials; EDD Board meeting

## **Mid-October, 2025**

Executive Committee Meeting Agenda: Executive Director's Annual Review

2026 NWCCOG Budget Workshop

## **Thursday, December 5, 2025**

### ***Full Council, EDD Board & Foundation Board Meeting***

Time: **Foundation** 10:00 a.m., **Council** 10:15 a.m.-12:00 p.m., **EDD Board** 12:30 p.m. – 2:30 p.m.

Primary Agenda Items: Review ED Annual Review results, 2025 budget revisions, approve 2026 budget; annual NWCCOG Foundation Board meeting; EDD Board meeting



# Grand Lake Town Manager resigns with letter scathingly critical of town administration

News [FOLLOW NEWS](#) | Sep 22, 2024



**Emily Gutierrez** [FOLLOW](#)  
EGutierrez@skyhinews.com

The Grand Lake Town Manager has officially resigned just [81 days](#) after accepting the position. Guy Patterson tendered his resignation in a letter addressed to Grand Lake Mayor Steve Kudron on Friday, Sept. 20.

Patterson's letter of resignation is remarkably critical of the town's administration and detailed two alleged events that damaged Patterson's trust with the town while working as town manager.

Patterson had been promised employee housing as part of his contract. The [agreement stated](#) that "...The Town Manager shall be responsible for \$1,750.00 per month to Grand Escape Cottages for housing from July 1st, 2024 through September 30th 2024. On October 1st 2024 The Town Manager shall be responsible for \$2000.00 per month for housing at the Town owned Matthew's Property until May 31st 2025."

However, Patterson found out that two town employees were already living in the space and would be forced to move out for Patterson. At this revelation, [he requested](#) that this clause be struck from his contract.

In the resignation letter, Patterson writes that this entire debacle was a "rough introduction into the culture of the organization" and that "the whole affair was very disturbing."

He goes on to describe the conditions of the property as being "misrepresented" and even requested that the town repair the property to the level where "trustees would feel comfortable housing their families."

Patterson then writes that things continued to deteriorate at the [Aug. 26 Grand Lake Board of Trustees meeting](#)<sup>↗</sup>, when Carl Montoya expressed frustration regarding the burial of his father at the Grand Lake Cemetery. He writes in the resignation letter that "despite numerous communications, the grave site had not [been] excavated by the Town as promised. [...] I first learned of the debacle while the memorial service for Mr. Montoya was in progress. Simply stated, the administrative structure I inherited was so dysfunctional it literally couldn't put a hole in the ground. I immediately went to the Board to get accountability for this and a host of other issues. Nothing happened."

The former town manager then suggested that Grand Lake should seek an administrator "more closely aligned with their culture."

"The probationary period at the beginning of employment is for both parties to judge if the arrangement is ultimately in their best interest. It has taken me less than three months to realize due to the combination of the irreparable erosion of trust beginning with the housing situation; the Board's recalcitrance in confronting significant, systemic and well-documented internal issues which have lingered for years (well before I was ever considered for this position) and their explicit demand to continue the status quo that I will resign. This is a work culture that is foreign to me and for which I'm ill-fitted," the final paragraph of the letter reads.

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# Grand Lake appoints interim town manager, plans to hire new manager in early 2025

## Grand Lake Mayor says town is 'growing up'

News [FOLLOW NEWS](#) | Oct 1, 2024



**Emily Gutierrez** [FOLLOW](#)  
EGutierrez@skyhinews.com

Following the departure of [town manager](#) John Krone this summer, the town of Grand Lake hired another [town manager](#), Guy Patterson, who [resigned](#) less than three months after accepting the position. The town is planning to hire another town manager in early 2025 with more input from the community and town staff.

At the Sept. 23 meeting, the board appointed Grand Lake Mayor Steve Kudron, who accepted the role of interim town manager. Kudron runs the [Quacker Gift Shop](#) in Grand Lake and said that as the summer winds down, he's confident that he'll have time to work as the interim town manager.

Kudron explained to Sky-Hi News that since accepting the position, he's spoken directly to town staff about goals and expectations until a new town manager is hired.

In Patterson's resignation letter, he [detailed several grievances](#) that he had with the town administration during his time as town manager. These grievances included housing, a dysfunctional administrative structure and the town's work culture. The resignation letter reads that the town of Grand Lake should seek an administrator "more closely aligned with their culture."

Patterson's resignation was accepted at the Sept. 23 Grand Lake Board of Trustees meeting. Kudron confirmed that the town manager was a cultural misfit due to management style issues and some misaligned expectations. He explained that the board was looking for a town manager who could implement ideas that the board had, shape up the town's policies and procedures, and work closely with staff.

"I think we swung the pendulum too far, where we hired a manager whose managerial acumen or desire is more of a city office where people are task-driven, where they go in and they sit in their office and they know what they're supposed to do, and they talk to the manager a few times a year or when they need an executive decision," Kudron explained.

He emphasized that the board wanted a town manager that recognized the importance of community involvement and staff development.

"We found that, as we are growing up, some of the small town ways are a little more challenging," Kudron said. "The board decided that we're going to make this a process that includes staff as well as the community. We're looking at our next manager hire to be made in the first part of 2025."

The interim town manager also addressed some of the remarks made in Patterson's letter of resignation.

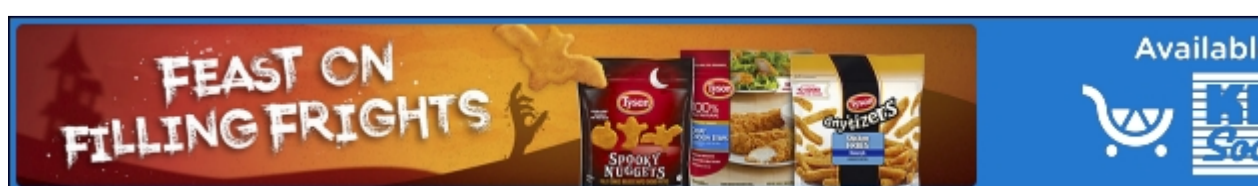
Patterson wrote about how he had been promised housing by the town and was surprised to find out that two other town employees were already living in the housing that he was promised to live in beginning Oct. 1. Not wanting to evict these employees, Patterson [asked for this to be struck from his contract](#).

Kudron explained that this situation came as the result of miscommunication between the previous town manager and town staff. He explained that the town is currently looking at other ways to assist the future town manager with housing, including a \$2,000 monthly housing allowance.

Kudron also addressed the issue of a [resident who was unable to bury a relative in the Grand Lake Cemetery](#) because the town failed to dig a hole when requested. He called the incident a "shortcoming" of the town and shared plans to improve town processes.

"Before the end of the year, I'm going to implement not only memos and action item worksheets, but we're also going to start work order worksheets for our cemetery and for public works," Kudron said.

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# MEMORANDUM

**To:** Representative Dylan Roberts  
**From:** David Harris, NWCCOG Elevator Inspection Program Director  
And Jon Stavney, NWCCOG Executive Director  
**Date:** October 9, 2024  
**Re:** **Inquiry regarding Fees, Inspections, Elevator Programs and Authorities Having Jurisdiction**

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**Statutory Background:**

The American Society of Mechanical Engineers (ASME) and the American Society of Civil Engineers (ASCE) promulgate standards and codes for conveyances including elevators, escalators, platform lifts, stairway chairlifts, and automated people movers. Inspectors must pass regular examinations. Colorado’s elevator inspection program is focused on conveyances utilized by the general public.

When elevator regulations were originally promulgated in the late 1980’s and early 1990’s, it was anticipated that each municipality and county would create their own inspection program. That did not occur. At that time, Colorado had no Statewide standard regarding elevator inspections. Building Officials who were concerned that elevators were being insufficiently inspected also recognized that municipal and county building departments did not have trained personnel to do so to a level of expertise that would ensure safety for the riding public. As a result, some regions sought a central Authority Having Jurisdiction while others defaulted to being regulated directly by the state. The Pikes Peak Regional Building Department, and the City and County of Denver were the original two AHJ’s created after a statewide meeting occurred with local building officials. Denver’s is under the purview of Denver Fire Prevention Division. A third large, region AHJ was added when NWCCOG stood up a program in 2008. One municipality retained their elevator inspection powers at that time. Only in 2023, when their one trained inspector retired and the program was found to have significant deficiencies during an OPS audit did The Town of Snowmass Village look to NWCCOG as the AHJ for their region.

On January 1, 2008, the Elevator and Escalator Certification Act, Title 9 Article 5.5 Section 116 of the Colorado Revised Statutes (C.R.S) became effective. Thereafter, Conveyance Regulations were promulgated in June of 2009 thus creating a Statewide standard that applied to Conveyance Owners, Contractors, Mechanics, Inspectors and Authorities Having Jurisdiction (AHJs). These regulations place the Conveyance Owner as responsible

for understanding elevator standards including more stringent requirements that may be in place as established by the local Authority Having Jurisdiction and local Fire Department or Fire District. The Conveyance Owner the contracts with one of a handful of companies certified by the state to perform elevator maintenance. One challenge is a shortage of trained and certified elevator mechanics, especially outside of the Front Range. The state retains the power to audit the mechanics and the private elevator companies that employ them while the AHJ's inspect the elevators and communicate compliance deficiencies directly with the Conveyance Owner or delegated property management agency. Annual fees and fines are paid directly from the Conveyance Owner to the state or AHJ.

The Colorado Division of Oil and Public Safety (OPS), Conveyance Program is the overall regulating Authority for all Regulated Conveyances located within the State of Colorado as stated under Statutory Authority listed within the Elevator and Escalator Certification Act, Title 9 Article 5.5 Section 116 of the Colorado Revised Statutes (C.R.S).

Conveyance Regulations 7-CCR 1101-8 were promulgated in 2009 to establish rules for the design, installation, registration, construction, operation, maintenance, testing and inspection of conveyances, as well as for the licensing of Conveyance Mechanics, Contractors and Inspectors. The purpose of these regulations was:

1. To ensure that each elevator and other automated conveyance, *accessible to the general public*, are correctly and safely installed, maintained and operated throughout the state
2. Provide oversight and licensing of Contractors and Mechanics
3. Provide oversight of Authorities Having Jurisdiction

The 2009 regulations had a sunset requiring a report to be written in 2021. During the 2022 legislative session, HB22 – 1212 “Sunset Process Conveyance Regulation” passed into law in May of that year, extending the regulatory structure until September 1, 2031 and “implementing the recommendations contained in the 2021 [Sunset Report](#) by the Department of Regulatory Agencies.”

### **AHJ Comparison.**

According to the Sunset Report, there are 15 AHJ cities or counties and The Northwest Colorado Council of Governments (NWCCOG), Elevator Inspection Program (EIP) which has intergovernmental signature authority for an additional 41 cities and counties. NWCCOG is an Authority Having Jurisdiction (AHJ) that has entered into a memorandum of agreement with the State of Colorado Department of Labor and Employment, Division of Oil and Public Safety, Conveyance Division, to regulate the scope as defined and as written in the Colorado Conveyance Regulations, 7-CCR 1101-8 (Section 3-1). NWCCOG signed it's first Memorandum of Understanding with the state to serve as the region's AHJ in 2008; and has renewed MOUs with the state in 2013, 2018 and 2023. In 2008, those 41 Building Officials from across the NWCCOG region signed Letters of Agreement with NWCCOG as a part of that baseline MOU with the State.

The NWCCOG EIP is one of only four **regional** (AHJs) to operate a Conveyance Inspection program within the State of Colorado:

1. The Colorado Department of Labor and employment, Division of Oil and Public Safety (OPS)
2. The City and County of Denver,
3. The Pikes Peak Regional Building Department, and
4. NWCCOG Elevator Inspection Program.

Each of the AHJ's has unique characteristics, can promulgate additional rules, regulations and establish fees. Of the four (AHJs), NWCCOG EIP, City and County of Denver and Pikes Peak Regional Building Department have the longest standing programs that date back nearly 32 years. OPS maintains direct Administration of the 40% of registered conveyances **not** within one of the 3 regional or 12 local AHJ's.

Each (AHJ) operates their Conveyance Inspection Programs differently, but all must comply with the minimum standards listed in 7-CCR 1101-8. One universal standard required by OPS is that each Regulated Conveyance must be tested and inspected on an annual basis (by a licensed inspector), and that every five years such tests are witnessed (with a licensed mechanic present to operate the conveyance systems witnessed by a licensed inspector). Inspectors perform "annuals" on a drop-in basis. Each of the AHJ's has fees for the annual inspection, and resulting certification, as well as for reviewing permits. Not all AHJ's issue Temporary Certificates for (partial) Compliance. Not every AHJ performs the actual inspections, such that the building owner will also pay a private inspector, and not all have a fine structure for Compliance similar to NWCCOG's EIP because they either default to legal action and/or immediately shut down an elevator for non-compliance.

## **State of Colorado (OPS):**

**24,000 Conveyances,**

**3 Admin, 2 field staff**

**Result for non-compliance with Regulations – \$500 Fine, Legal Action through the Attorney General’s office and the shut-down of the conveyance.**

Within the (OPS) territory, conveyance owners are required to hire an independent Third-Party Licensed inspector to complete the required annual inspections. Upon completion of the inspection the Conveyance Owner is required to submit the inspection report to (OPS) which may either issue a Temporary Certificate of Operation (T.C.O) or an Annual Certificate of Operation (C.O.) OPS does not employ any inspectors itself. This reliance on third-party, private-sector inspectors is in large part required because the (OPS) Conveyance Program is insufficiently funded to hire enough state inspectors to cover the nearly 24,000 thousand regulated conveyances in areas across the state not covered by an AHJ.

On a related note, the State licenses and audits the independent, third-party inspectors with a field staff of just two employees who are tasked with ensuring that all other inspectors, either employed by an AHJ or private-sector inspector are each inspecting elevators in a manner consistent with Conveyance Regulations. The result is inconsistent oversight and fee structures across the state.

Inspection Fee – (By others)

Conveyance Registration fee - \$200.00

Annual Cost for the Issuance of (C.O.) or (T.C.O) - \$30.00

Alteration Permit fee - \$150.00

New Installation fee - \$300.00

Fine for non-compliance with Regulations - \$500.00

Result for non-compliance with Regulations – Legal Action through the Attorney Generals office and the shut-down of the conveyance.

**Note:** The (OPS) does not regulate the costs that a Third-Party Inspector may charge.

## **City and County of Denver:**

**9,000 Conveyances,**

**3 Admin, 1 Field Staff**

**Enforcement for non-compliance – (No fees) Conveyance is Shut-Down and the Owner, Inspector (and depending on circumstances) the Conveyance Contractor are issued a summons to court.**

The City and County of Denver is an Authority Having Jurisdiction that has entered into a memorandum of agreement with the State of Colorado Department of Labor and Employment, Division of Oil and Public Safety, Conveyance Division, to regulate the scope as defined and as written in the Colorado Conveyance Regulations, 7-CCR 1101-8 (Section 3-1).

The City and County of Denver's Elevator Program enforces all the minimum requirements as stated in the Conveyance Regulations. It does not have additional requirements. The City and County of Denver, like OPS, does **not** employ their own staff inspectors. Inspections are conducted by third-party inspectors licensed by the State of Colorado. The Elevator program employs a Program Manager, two administrative staff members and one field compliance auditor to oversee third party inspectors that conduct inspections on nearly 9,000 conveyances. The State does not employ sufficient staff to participate in this oversight.

### **Inspection Fee: (By others)**

#### **Operation Fees:**

Annual Operational Fee \$300.00 per elevator or escalator, doubled for non-payment, or past expiration date of the Certificate of Operation

Annual Operational Fee \$30.00 per vertical/ inclined platform lift, dumbwaiter, elevator on construction use, (fee is for non-payment or past expiration date of the Certificate of Operation)

TCO Extension Fee \$150.00.

#### **Permit fees:**

New installation permit review \$300.00

1<sup>st</sup> Resubmittal review \$300.00

Additional resubmittals \$450.00

Alteration permit review \$150.00

1<sup>st</sup> Resubmittal review \$150.00

Additional resubmittals \$250.00

Expedited Review Fee \$250.00

Installation/Alteration Extended Permit Fee \$50.00 (only if the permit not expired).

## Pikes Peak Regional Building Department:

**2,400 Conveyances,  
Admin (shared), 6 Elevator Specific Field Staff,  
Enforcement for non-compliance – Conveyance is shut-down.**

[Pikes Peak Regional Building Department](#) (PPRBD) Conveyance Division is an Authority Having Jurisdiction that has entered into a memorandum of agreement with the State of Colorado Department of Labor and Employment, Division of Oil and Public Safety, Conveyance Division, to regulate the scope as defined and as written in the Colorado Conveyance Regulations, 7-CCR 1101-8 (Section 3-1). The PPRBD was created by Intergovernmental Agreement between El Paso County, and the City of Colorado Springs in 1966 and has grown to provide building inspection services to 6 other municipalities including one in Teller County. The agency performs plan review and all categories of construction inspection for jurisdictions within its purview. The agency itself is governed by a Regional Building Advisory Board, and is divided into 13 Departments with over 100 employees total. The Administration Department has seven staff. Staffing and therefore the cost of “Overhead” for operating the Elevator Inspection Department is difficult to isolate from the larger organization.

The PPRBD promulgates additional rules beyond the OPS minimum standards. *At any time, Pikes Peak Regional Building Department Conveyance Division may enforce more stringent written testing procedures or inspection procedures than listed in ASME A17.1, ASME A17.2 and ASME 18.1 per Colorado Conveyance Regulations 7-CCR 1101-8 (Section 2-2(2)). The policies written herein are more stringent than referenced in ASME or the Colorado Conveyance Regulations and / or are tailored to be applicable in the Pikes Peak Regional Building Department Conveyance Division Jurisdiction. **One notable difference from other AHJ's is that all \*Regulated Conveyances are Inspected twice a year.***

The Pikes Peak Regional Building Departments Elevator Program employees one Program Manager, a shared administrative staff with the regional staff and five Licensed inspectors to perform witness inspections on newly installed units, bi-annual inspections and witness tests on nearly 2,400 hundred conveyances within their Jurisdiction.

**Fees for Service \*Note:** The fee structure is built into the entire regional budget so that every program is funded through their general fund.

Fees for Certificates to Operate of conveyances are as follows:

Elevators: \$177.00, \*Mid-Year Inspection: \$50.00  
Escalators: \$355.00, \*Mid-Year Inspection: \$50.00  
Platform Lifts (VPL): \$177.00  
Dumbwaiters: \$50.00

**Temporary Certificate to Operate (T.C.O).** Temporary Certificates to Operate for conveyances are not issued in the Pikes Peak Regional Building Jurisdiction.



# Northwest Colorado Council of Governments Elevator Inspection Program (EIP)

**2,400 Conveyances**

**2 Admin, 7 Field Staff**

**Enforcement for non-compliance (see table)**



The Northwest Colorado Council of Governments is an Authority Having Jurisdiction that has entered into a memorandum of agreement with the State of Colorado Department of Labor and Employment, Division of Oil and Public Safety, Conveyance Division, to regulate the scope as defined and as written in the Colorado Conveyance Regulations, 7-CCR 1101-8 (Section 3-1). \*The (EIP) program does not enforce any requirements that are more stringent than those listed within the Conveyance Regulations.

The (EIP) Program employs one Program Director, two administrative staff and six Licensed inspectors to perform acceptance tests on newly installed units, annual inspections and witness tests on nearly 2,400 hundred conveyances within their Jurisdiction. NWCCOG region includes 6 counties and 25 municipalities within the Membership of Region 12 (DOLA) and also covers two non-member counties and three municipalities outside of the Membership area.

**\*Regulated Conveyances are inspected once a year.**

**Fees for service \*Note: the (EIP) program is a fee for service program.**

Enforcement Fees for non-compliance

Notice of Violation is issued - \$500.00

Notice of Enforcement action for non-compliance with Notice of Violation - \$1,300.00

Noncompliance with enforcement action could result in the shutdown of the conveyance if necessary. The level of action is rare but can happen to ensure the safe operation of the conveyance for the riding public.

**Fee Schedule Below:**

## NWCCOG NEW COMMERCIAL CONVEYANCE INSTALLATION PERMIT FEES

### Passenger or Freight Elevator, LULA, Lift, Escalator, or Moving Walk:

	FEE
Valuation up to & including \$50,000	\$750.00
Valuation \$50,000 - \$199,999	\$750 plus \$20 for each \$1,000 or fraction thereof over \$50,000
Valuation \$200,000 and up	\$3,500 plus \$10 for each \$1,000 or fraction thereof over \$200,000
Expired permit - Extension fee	Commercial: \$375
Work performed without a Permit	Double the Permit Application Fee

## NEW RESIDENTIAL CONVEYANCE INSTALLATION PERMIT FEES

### Private Residence Elevator:

	FEE
Flat Fee	\$750.00
Expired permit - Extension fee	Residential: \$187
Work performed without a Permit	Double the Permit Application Fee

### ANNUAL INSPECTION FEES

TYPE OF CONVEYANCE	NWCCOG MEMBER RATE	NON-MEMBER RATE
Dumbwaiter (No longer regulated)	\$0	
Lift	\$354	\$455
Elevators up to 3 stops	\$354	\$455
Elevators with 4 to 6 stops	\$422	\$521
Elevators with 7 to 9 stops	\$488	\$588
Elevators with 10 or more stops	\$554	\$654
Escalators	\$350 per hour	\$350 per hour

### COMMERCIAL CONVEYANCE ALTERATION PERMIT FEES

	FEE
Valuation up to & including \$25,000	\$750.00
Valuation \$25,001 & up	\$750 plus \$20 for each \$1,000, or fraction thereof over \$25,000.
Expired permit - Extension fee	Commercial: \$375
Work performed without a Permit	Double the Permit Application Fee

## Summary:

While there are different types of (AHJs) within the State of Colorado whose programs each operate differently for various reasons, only two Jurisdictions operate a program entirely with inspectors entirely employed by that entity (NWCCOG and Pikes Peak). The advantage of internal staff allows the Jurisdiction to have increased code-compliant conveyances by not having to operate a parallel an audit program to oversee third-party inspectors which would only allow for a “snapshot” of compliance. It also allows for the Jurisdiction to have a better working relationship with Building and Fire Departments to further connect the Code requirements within the built environment and allows for cross communication and training with first responders.

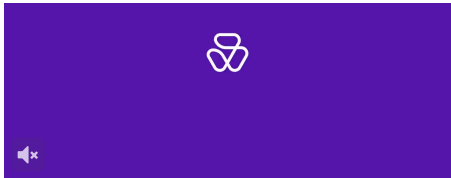
## Contacts

David Hutchcraft – Colorado Conveyance Program Manager  
Colorado Department of Labor and Employment  
Division of Oil and Public Safety  
[david.hutchcraft@state.co.us](mailto:david.hutchcraft@state.co.us)

Mike Stewart - Conveyance Program Manager  
City and County of Denver  
Denver Fire | Fire Prevention  
[michael.stewart@denvergov.org](mailto:michael.stewart@denvergov.org)

Robert Vernon – Chief Elevator Inspector  
Pikes Peak Regional Building Department – El Paso County  
Elevator Inspection Program  
[robertv@pprbd.org](mailto:robertv@pprbd.org)

David Harris – Director  
Northwest Colorado Council of Governments  
Elevator Inspection Program  
[dharris@nwccog.org](mailto:dharris@nwccog.org)



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U.S. NEWS

# Elevator door was 'broken' during Colorado mine tour accident that killed 1 and trapped 12



BY JESSE BEDAYN, MATTHEW BROWN, AMY BETH HANSON AND MEAD GRUVER  
Updated 7:10 PM MDT, October 11, 2024

DENVER (AP) — Investigators on Friday were trying to figure out what led to an elevator accident inside a former Colorado gold mine that killed a tour guide, injured four others and left a separate group of 12 people trapped for hours at the bottom of the tourist attraction 1,000 feet (305 meters) beneath the surface.

The elevator was descending into the Mollie Kathleen Gold Mine on Thursday in the mountains near Colorado Springs. At around 500 feet (152 meters) down, the person operating the elevator from the surface “felt something strange” and stopped it, Teller County Sheriff Jason Mikesell said.

The elevator was still operable, and those on board were brought back up within 20 minutes, the sheriff said. A door on the elevator was broken when it was raised.

“We don’t know if the door malfunctioned or not or if something else occurred. There’s a lot that goes on in these little elevators,” he said. “We just know that the door was broken somehow.”

The man killed, Patrick Weier, 46, had a young child and was from the nearby town of Victor, Colorado. The exact circumstances of his death were not disclosed, but the sheriff said he died because of the elevator's mechanical issue and not due to a medical issue.

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#### RELATED STORIES



**Elevator malfunction leaves 1 dead in former Colorado gold mine, 12 rescued**

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### Colorado mining town's polluted legacy has a potential for profit, but some are wary of the risk



### Judge dismisses lawsuit over mine sinkholes in South Dakota

Eleven other people, including two children, who were riding the elevator during the mishap were brought up with it following the accident. Four had minor injuries including back pain, neck pain and arm pain, the sheriff said.

Twelve adults from a second group were trapped below ground for about six hours while engineers made sure the elevator could be used. The group had access to water and used radios to communicate with authorities, who told them there was an elevator issue, Mikesell said.

They were hoisted up in groups of four over 30 minutes. Officials had been prepared to bring them up by rope if necessary.

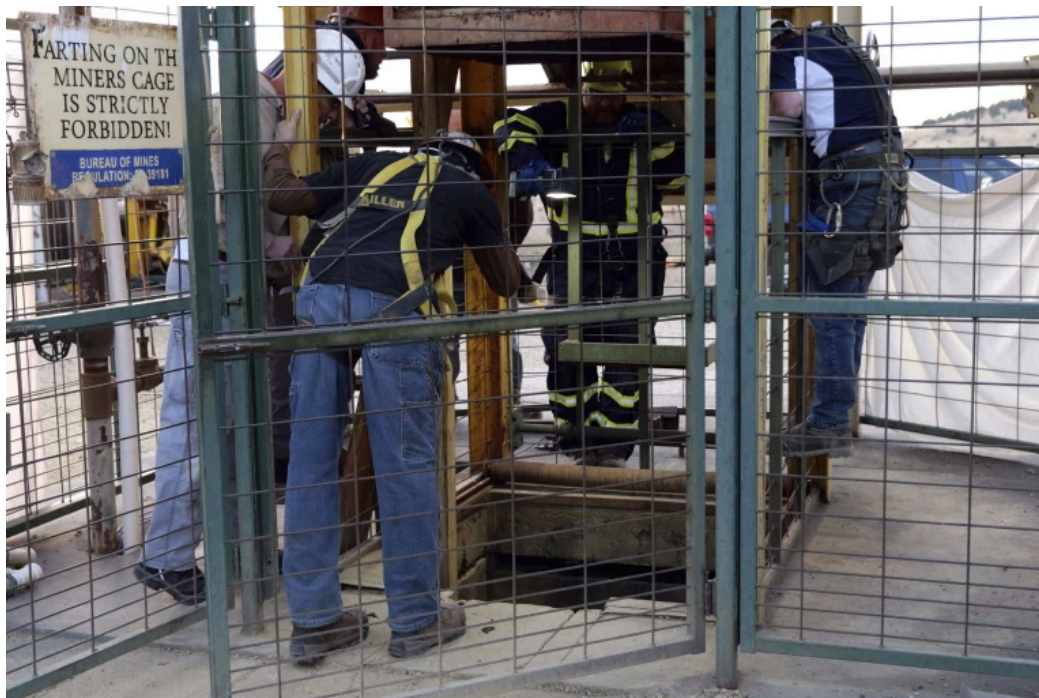
Most people who were in the elevator when it malfunctioned were later taken to a local relief center, where some got showers, new clothes and sandwiches, said Ted Borden, with the Community of Caring Foundation in Cripple Creek.

"It was still very raw, but there was some good camaraderie," Borden said.

Elevator accidents at mines are extremely rare, said Steven Schafrik, a University of Kentucky associate professor of mining engineering. They have been used by the industry to carry people and material since the mid-1800s, he said, and modern elevators are equipped with fail-safe devices that prevent them from falling far if a cable breaks.

"They're just ridiculously safe," Schafrik said of mining elevators.

He declined to comment directly on the Colorado accident.



In this image made from video provided by the Teller County Sheriff's Office, emergency responders work at the site of a mining accident in Cripple Creek, Colo, on Thursday, Oct. 10, 2024. (Teller County Sheriff's Office via AP)



Patrick Weier, who died on Oct. 10, 2024, in an accident gives a tour of the Mollie Kathleen Gold Mine in Cripple Creek, Colo.. (Jennifer Nolan via AP)

Mikesell said the family that owns the mine had run it as a tourist attraction for generations and worked to make it safe.

Mines that operate as tourist attractions in Colorado must designate someone to inspect the mines and the transportation systems daily, according to the state Division of Reclamation, Mining and Safety. Mikesell said he didn't know the date of the last inspection at the Mollie Kathleen Mine. Records of the inspections weren't immediately available online.

Changes to the elevator were made in 1988 after the mine came under new ownership, according to the mine's website. A second car that could carry nine people was suspended below the existing elevator, and a new motor was installed to accommodate the increased weight, the website says.

The sheriff said the broken door was on the topmost car. He did not know which one the victim was in.

Weier was a "phenomenal" guide and told visitors that he was an experienced miner, said Jennifer Nolan of Zanesville, Ohio, who toured the mine in August.





Emergency personnel stage outside the Mollie Kathleen Gold Mine in Cripple Creek, Colo., Thursday, Oct. 10, 2024, after one person died in an equipment malfunction during a tour of the mine according to the Teller County Sheriff's Department. (Arthur Trickette-Wile/The [Read More](#))

The tour began with Nolan's group descending into the shaft with six people in each of the elevator's two cars.

The cages were "very, very, very tight," she said. People stood shoulder-to-shoulder, but the ride was smooth, she recalled.

A mine inspector was among those on their tour, Nolan said, but she believed he was inspecting the operations underground, not the elevator. The area at the bottom of the shaft was large, with demonstrations of mining technology over the decades.

The accident was under investigation by local and state authorities along with the U.S. Mine Safety and Health Administration and the Occupational Safety and Health Administration.

The incident, which was reported to authorities at about noon, happened during the final week of the Mollie Kathleen Gold Mine season before it shuts down for the winter, Mikesell said.

The mine's owners issued a statement Friday expressing their condolences and thanking emergency responders. The mine will be closed until further notice, they said.

The mine is in Cripple Creek, a town of about 1,100 people southwest of Colorado Springs.

It opened in the 1800s and closed in 1961, but continued as a tourist site. Its website describes a one-hour tour where visitors can see veins of gold in the rock and ride an underground tram.

A woman named Mollie Kathleen Gortner discovered the site of the mine in 1891 when she saw quartz laced with gold, according to the company's website.

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Brown reported from Billings, Montana, Gruver from Cheyenne, Wyoming, and Amy Beth Hanson from Helena, Montana.



**JESSE BEDAYN**

Bedayn is a statehouse reporter for The Associated Press based in Denver. He is a Report for America corps member.



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# Northwest Colorado Council of Governments

## NWCCOG EDD Meeting

September 5, 2024

### **Present:**

DiAnn Butler – Chair for EDD  
Erin McCuskey – Eagle County  
Carolyn Tucker – CDLE  
Kris Mattera – Basalt Chamber  
Chris Romer – Vail Valley Partnership  
Jeanne McQueeney  
Ashley Macdonald – Town of Kremmling  
Britta Gustafson – TOSV  
John Bristol – RCEDP.org  
Tim Redmond – Routt County

Marion Champoux-Pellegrin – Rocky Mountain  
Employee Ownership Center  
Thayer Hirsh – Summit County Economic  
Partnership  
Corry Mihm  
Jonah Glassman – Town of Silverthorne  
Chris Romer  
Jen Skinner

### **NWCCOG Staff:**

Jon Stavney  
Rachel Tuyn  
Maira Vander Meer

### **Call to Order**

DiAnn Butler, EDD Council Chair, called the Northwest Colorado Council of Governments (NWCCOG) meeting to order at 12:32 am. Roundtable introductions were completed, and a quorum was present for the group.

### **Discussion: Prioritizing Agenda Topics and Presentations**

Having more structure for the agendas and networking opportunity through the EDD Board so the meetings act as a resource for members to find the best practices in other communities and how to apply those principles to their own community. Example of the Angel Network Partnership so other communities can learn from the activities that other communities are taking on. What initiatives can we present and how can we dive deeper into the topics and initiatives? Having these topics known beforehand would help members to prepare questions. Theming the meetings in areas of interest – ex. Childcare for workforce could be a topic and each member could explore what their area is doing and exchange ideas and principles from each other.

### **Discussion: Economic Management and Resilience**

Looking at Destination Management rather than focusing on Development as Development can be a word that areas already feel overwhelmed see as a negative. Focus turning more to resilience on other industries rather than just one major industry. Focus on the lifecycle of communities and that communities are all on different points in the lifecycle and learning from others who have already experienced some of the situations can offer guidance and how to be sensitive to the residents and visitors.

### **Implementing Scheduled Brainstorming Sessions**

Creating a pocket guide for new or exiting businesses on steps of how to start your business, what you will need, contacts, etc. Making sure that the work of EDD is not replicating existing resources but researching if it exists and then applying it to specific communities and what resources are available and contacts to work with.

### **Adjournment**

***M/S: Patti Clapper/Thayer Hirsh*** adjourned the NWCCOG EDD Council meeting at 3:02PM

***Passed: Yes***

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DiAnn Butler EDD Chair

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Date



# MEMORANDUM

To: NWCCOG Economic Development District Board of Directors  
From: Rachel Tuyn, EDD Director  
Date: October 16, 2024  
Re: Setting the Agenda for EDD Board Meetings for 2025

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**Outcome of Strategic Discussion on September 5:** The EDD Board of Directors engaged in a strategic discussion at the September 5<sup>th</sup>, 2024 board meeting in an effort to better define board member roles and responsibilities, and to set a direction for the EDD board going forward. The discussion focused on how we can make EDD board meeting time as valuable as possible. The following is a summary of items of discussion from that meeting:

- Information sharing should be the main priority of board meetings. Dedicate ample time at each board meeting to prioritize this.
- Each board meeting will begin with a topic of interest for discussion. This will include a presentation followed by open discussion. The presentation will be made either by someone from an organization/town/county from within the NWCCOG region or from an organization from outside the region or state that is facing similar challenges.
- Topics of interest will be scheduled out one year in advance for each board meeting, subject to change/modification. These topics will be related to goals and strategies outlined in the CEDS.
- Suggestion to schedule 2-3 “field trips” per year outside of board meetings to visit a particular community to take a deeper diving into learning more about a best practice, program, initiative, etc.

We will continue the discussion at the October 24<sup>th</sup> meeting in terms of identifying priorities for presentations, and creating a draft schedule of presentations for EDD board meetings for the upcoming year.

## **Brainstormed Ideas for Presentations:**

Most of these ideas were generated at the September 5<sup>th</sup> strategic discussion. A few new ideas have emerged since then and are indicated as such.

## **Workforce**

- Summit School District Career & Technical Education Program (CTE) – Nov. ballot initiative to fund this project to provide the education that today’s students will need for tomorrow’s jobs and careers, including access to Future-Ready Pathways such as Healthcare, Business/Mktg/Entrepreneurship, Computer Science, Advanced Manufacturing/Engineering, Skilled Trades, and Natural

Resources/Outdoor Leadership, Human Services & Education [possible speaker: Bill Gilmore, Summit School District]

- Other Workforce development programs in school districts throughout the region
- Workforce development programs in the region – example Grand County Homegrown Talent Initiative
- New childcare efforts in the region – new facilities, new programs, initiatives, efforts, case studies [ideas: Avon, Silverthorne, Granby]
- Housing – always a plethora of topics of interest in this area!
- Job retention efforts throughout the region
- Creating Good Jobs that pay a livable wage

### **Business**

- \*\*Entrepreneurship programs in the region (speaker at 10/24 meeting Thayer/Summit Economic Partnerships program including Women’s Angle Investment Network & Accelerator program (Thayer/Summit Economic Partnership to present at 10/24 meeting)
- \*Support existing businesses
- Exit planning
- Key industries – in the NWCCOG region; industries the state is encouraging growth in
- Business Retention & Expansion Programs in the region – e.g. small business improvement grants [possible speaker Keith Hensley, Director of Existing Industry, Routt County Economic Development Partnership, keith.hensley@rcedp.org]
- Economic Gardening (possible speaker Thayer/Summit Economic Partnership)
- Strategies for Industry Diversification
- Disaster preparedness/planning for businesses [possible speaker: SBDC]
- [New idea] Grand County EDA Grant for Incubator Feasibility Study

### **Community**

- Transportation/E-delivery (possible presenter Town of Breckenridge, Town of Vail/Mia Vlaar),
- Other transportation topics: – microtransit, multi-modal transportation system (possible speaker Summit County/Summit Stage)
- Mountain Rail program (possible speakers Steamboat/Routt County)
- Grant opportunities
- Establishment of Community Trusts (possible speaker Grand County)
- Value of Tourism – [Possible speaker: Tim Wolfe, CTO] - The value of tourism and visitors; appreciation for their contribution to our regional economy look at this SDN article <https://www.summitdaily.com/news/colorado-mountain-town-lodging-trends-slowed/>
- Colorado Tourism Office funding opportunities - as a region or subsets of the region

- Diversion of marketing tax to other community services such as housing, childcare, environment – pros and cons
- Community Life Cycle: where is your community on this? (community metrics project?) Is your community pressing the gas or the breaks on inviting development into your community?
- Intentional growth
- How to negotiate with developers to get community benefits like workforce housing – (possible presenter Town of Silverthorne, Town of Basalt)
- Funding strategies for workforce housing: RETT vs. RETA vs. RETF (possible presenter CAST)
- [New idea] Inclusionary Zoning for workforce housing: is this an effective strategy?
- Remote Worker Study (possible presenter Routt County Economic Partnership)
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### **Resiliency**

- Industry diversification strategies – e.g. explore creating jobs in new industries for those being displaced by the coal industry – training/WF development program for sustainable aviation fuel refinery plant (possible presenter Pitkin County)
- [New idea] Routt County Economic Development Partnership: REDI grant from DOLA for High Country Accelerator, an incubator program designed to nurture new and emerging businesses. The grant will also support the creation of a mentorship network, facilitate connections with capital and investors, and enable various community-building initiatives.
- \*\*Destination Management – (possible speakers including Aspen Chamber [Aspen Pledge], Town of Vail [Mia Vlaar offered to present], Town of Breckenridge, Grand County)
- Destination Stewardship;; Rockies Playground (statewide plan); EDD board to serve as regional coalition [Jill Corbin, Deputy Director, State Destination Stewardship Office]
- Disaster planning/preparedness for businesses (possible presenter SBDC)
- [New Idea] Climate Action Plans/Energy Action Plans/Sustainability Plans – have 3-4 communities present

### **2024-2025 NWCCOG EDD Board of Directors Meeting Schedule**

We will assign topics for presentation/discussion to each meeting.

2024:

- October 24, 2024 – Entrepreneurship Programs/SEP; CDLE Workforce Data
- December 5, 2024 – Topic / Qtrly Economic Update

2025:

- January – Topic / Qtrly Econ Update (Dec 2024); Election of Officers
- March – Topic / CDLE Workforce Data
- May – Topic / Qtrly Econ Update

- July – Topic / Qtrly Econ Update
- September – Topic / CDLE Workforce Data
- October – Topic / Qtrly Econ Update
- December –Topic / CDLE Workforce Data